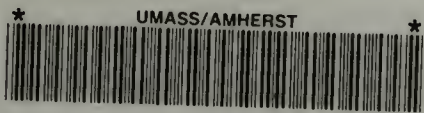


Commonwealth of Massachusetts  
Executive Office of Public Safety Programs Division

Edward Byrne Memorial  
State and Local Law Enforcement Assistance  
Program



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Annual Report

GOVERNMENT DOCUMENTS  
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November 1, 1998



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## 1. EXECUTIVE SUMMARY

Since 1987, the Massachusetts Committee on Criminal Justice (MCCJ), also known as the Executive Office of Public Safety (EOPS) Programs Division is the state agency that administers the Edward Byrne Memorial State and Local Law Enforcement Assistance Program. In addition to the Byrne program, several State and Federally funded criminal justice grants are administered by the Programs Division. By centralizing these grants under one agency, a more unified and coordinated approach to criminal justice is achieved. The State funded grants administered by the Programs Division include: Community Policing, D.A.R.E., the Reimbursement of Bullet Proof Vests Program, and the 911 Bell Atlantic Mobile Domestic Violence Victim Assistance Cellular Phone Program. The Federal grants include: the Juvenile Justice and Delinquency Prevention Act (JJDP) Formula Grant Program, the JJDP Title V and Challenge Programs, the S.T.O.P. Violence Against Women Grant, Weed and Seed, the Local Law Enforcement Block Grant Program (LLEBG), the NCHIP Program, the Residential Substance Abuse Treatment, and the Violent Offender Incarceration/Truth in Sentencing Program.

In March 1998, the Massachusetts Statistical Analysis Center returned to the site of the EOPS Programs Division following an 11-month relocation to the Criminal History Systems Board. With several multi-agency Byrne funded efforts set forth by the Programs Division, including the inception of the Cops and Kids Program, and the Multi-Jurisdictional Counter Crime Task Forces, a fully staffed research and evaluation staff was necessary to measure all components of each effort. Specific activities included the preparation of survey tools, on-site assessment, extensive data collection and analysis, updating the Annual Reporting Forms and instructions for the Byrne and JJDP projects, assisting formula grant projects on the development of their Evaluation Plans, and consulting with Programs Division staff in establishing the most efficient and accurate methods of demonstrating project accomplishments for both State and Federal initiatives.

During the reporting period for FY97 (July 1, 1997 through June 30, 1998), several new and exciting priorities were initiated. In FY93, Community Policing was initiated in Massachusetts with Byrne Formula Grant funds and proven so successful during the following four-year duration, that these programs have secured permanent funding through the state legislature. These programs have had such a positive impact throughout the Commonwealth that new and innovative approaches to the Community Policing concept are demonstrated in the City of Methuen with the Community Policing on the Merrimack River program and in the Town of Yarmouth with the Community Policing Mobile Police Station. It should be noted that Community Revitalization programs, also



funded by Byrne during the same four-year period, continued to be integral parts of the four Safe Neighborhood Initiatives for FY97.

As mentioned earlier, several new programs were introduced in FY97 with the assistance of Byrne formula grant funding. The Hate Crimes Initiative, Cops and Kids Program, Truancy Prevention, Youth Gang and Violence Prevention programs, Anti-Terrorism efforts, and an Integrated Trace Evidence Program for the Office of the Chief Medical Examiner are all new programs implemented in FY97. The impact of these innovative projects, as well as existing ones, is indicated throughout this report.

The need to coordinate efforts among the criminal justice community continues to be a priority for EOPS. To meet this need, the Programs Division strives to work towards providing a comprehensive approach in addressing the multi-faceted and complex problems related to all areas of criminal justice.

Funding from the Byrne program continues its commitment to the support of new and continuation programs that focus on the prevention of substance abuse and violent crime, the promotion of substance abuse treatment, and the improvement of law enforcement entities with intervention techniques and technology capabilities. In FY97, Byrne programs encompassed sixteen (16) Bureau of Justice Assistance (BJA) purpose areas. Listed below are the Byrne purpose areas, the corresponding programs that were funded in Federal FY97, and the page number where a more detailed description of each individual program and their achievements can be found.

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In order to attain project goals, programs funded in FY97 continued to reflect successful collaborations between State and local agencies, as well as community-based organizations. Project achievements, as set forth by the Massachusetts Strategy, are highlighted in the individualized descriptions in Section IV.



The following section describes a selection of Byrne programs that have improved the criminal justice system in Massachusetts and enhanced public safety and the quality of life for all citizens of the Commonwealth.

## **COMMUNITY POLICING**

- The Yarmouth Police Department has integrated a fully equipped mobile police station/command post with their highly successful, already existing Community Policing program. They are now able to network with an in-house computer system as well as with the Massachusetts Criminal Justice Information System at all times.
- In partnership, the Methuen Police and Fire Departments have implemented a Community Policing boat patrol on the Merrimack River. This component of their community policing effort is operational during peak periods in the spring, summer, and fall. The patrol provides law enforcement, emergency rescue techniques, and recovery drug-confiscation missions.
- The Dorchester Safe Neighborhood Initiative's (SNI) community policing component continued to focus on collaboration among police, prosecutors, probation officers, and community residents. Operation Hot Spot concentrates police presence in problem locations, and Operation Nitelite is a partnership between police and probation officers who worked together over the past year to combat crime in the target area.
- The Plymouth County District Attorney has implemented an SNI within the City of Brockton. Over the past year they have made tremendous strides in rehabilitating the target areas in this city. The project engaged in a major awareness campaign highlighting the efforts instituted by the SNI. The goal was to develop collaboration between residents, local businesses, government officials, and law enforcement.

## **PARTNERSHIPS**

- Under the Attorney General's Grove Hall SNI, the Grove Hall Board of Trade's Public Safety Committee and the Neighborhood Development Corporation of Grove Hall, have sponsored monthly Grove Hall Business Leadership Group's meetings. These meetings united Grove Hall merchant representatives with public safety and community representatives to address the problems of late night congregation and congestion from Thursdays through Saturdays in the target area.
- The Joint Boston Drug Task Force, operational since 1989, continues to focus Federal, State, and local law enforcement efforts against drug trafficking in the greater Boston area. Since inception, this effort has had a substantial impact in disrupting illicit drug traffic. Prosecution of these cases, and the identification of trafficking organizations, have been the key factors in the success of this project.
- The Middlesex County District Attorney's Community Based Justice (CBJ) Program has focused attention on formally linking the CBJ with the Juvenile Prosecution Unit.

The Juvenile Prosecution Unit works in conjunction with CBJ Task Force members, in the project's cities and towns in order to fully assess the totality of each individual's case. Subsequently, appropriate services were delivered for these youth.

- A collaboration was formed between the Boys and Girls Club in Brockton and the Brockton Safe Neighborhood Initiative (SNI) to provide two youth-targeted programs. A Mediation Program and a Gang Outreach Program have become fully operational during the past year. The Brockton SNI partnership has been instrumental in ensuring that both programs reach as many youth as possible.

## **ELDERS**

- The Northwest District Attorney's Triad Program continued their goal of addressing the needs of the elderly through the S.A.L.T. Councils, and working cooperatively to seek and institute solutions to those needs. Surveys and questionnaires, both written and verbal, have been conducted to determine the concerns of the elderly population. Once the needs were pinpointed and prioritized, the Councils convened forums to decide how to best address these needs. All councils meet on a regular schedule, in most cases, once per month.
- The Grove Hall SNI provided extensive outreach to the senior population and senior serving agencies, within the target area, by conducting a telemarketing fraud workshop. Twenty-six (26) people attended the workshop.
- Through efforts made by the East Boston SNI, two East Boston residents were hired to work at Elderly Day Care facilities in collaboration with the East Boston Neighborhood Health Center's Elder Service Plan. Reading groups were held, arts and crafts workshops were made available, and movies were shown for their entertainment.

## **DOMESTIC AND FAMILY VIOLENCE**

- Under the auspices of the Dorchester SNI, the Child Witness to Violence component carried an active counseling caseload of 52 children and 44 families during the months of July and December 1997. Training seminars for police officers continued to increase their knowledge regarding the traumatic effects of children witnessing violence.
- The Massachusetts Parole Board's Joey Fournier Services Program reveals that approximately 6,000 client service units were provided to victims of domestic violence. A client service unit is defined as a client phone call made or received or an in person contact with a client. Public Service Announcements ran periodically on the radio, major television and cable television stations and in over 100 newspapers across the Commonwealth.



- Over the past year, the Massachusetts Office for Victim Assistance worked closely with all agencies that offer civil advocacy services to victims of abuse to create better communication and improve working relationships among victim service providers.
- In the initial stages of the Post-Conviction Victim Advocacy Program, ongoing, in-service training sessions have been offered in county jurisdictions for corrections staff. A Victim Witness Task Force began formation during the project and report that topics of discussion will be prioritized when the results of a post-conviction survey have been analyzed.

## YOUTH

- In conjunction with the Grove Hall SNI, the Youth Development and Early Intervention Program (YDEIP) worked with 15 children, ages 6 to 12 years old. The focus of the program was education, anti-violence, and recreation.
- In addition to the work that the Multi-Jurisdictional Task Force in Boston performs routinely, the Youth Violence Strike Force made great strides in developing relationships with gang involved youth through a private/ public partnership formed with the Boston Police Foundation, the John Hancock Corporation, and Northeastern University. This partnership program is called Kids at Risk and is designed to prevent youth from considering gang life as a viable option.
- In FY97, the Cops and Kids Program was initiated in 20 Massachusetts communities. Individual projects were designed to provide middle school youth (ages 12-14) with after-school activities between the hours of 3 p.m. and 6 p.m. The Cops and Kids communities established a variety of after-school programs that provided a safe, structured environment for youth.
- The Middlesex County District Attorney's Truancy Prevention Program became operational and focused on early intervention. The program identified truants and provided the youth assistance in addressing numerous social issues. In Framingham, the program is held on Saturday at the school. Students are required to complete homework assignments and are provided the opportunity to build friendly, out-of-school relationships with teachers.
- The Holland Community Center, a subgrantee of the Dorchester SNI, continued to expand weekend programming for youth, including: dances, aerobics, arts and crafts, martial arts, theater arts, athletics, educational remediation, homework assistance, tutoring, workshops for parents, field trips, and family and community events.
- The Dorchester Youth Collaborative, also a subgrantee of the Dorchester SNI, secured summer employment for 45 youth.



- The Governor's Alliance Against Drugs began the Martial Arts Youth Mentoring Program. They used the traditional martial arts practice in four locations to instill self-esteem, self-discipline and respect for others, all qualities necessary for resisting the use of drugs and violence.
- The Mo Vaughn Youth Development Program entered into partnership with four local colleges that provide interns, tutors, and facilitators for the program's students. These students are part of a work study program and report that they will all continue this fall.
- A ten-week, legal education course was taught to middle and high school students by the Adopt-A-School program of the Hampden County District Attorney's Office. Total participation was 2,585 students, including 718 elementary students, 1,543 middle school students, and 324 high school students.

## **ANTI-TERRORISM**

- The Logan Airport Security Enhancement Review Program was designed to systematically evaluate and test the Airport's security measures, implement new security measures, and raise the level of baseline security for the future.
- Under the Boston Police Department's Anti-Terrorism Initiative, a total containment vessel and a transport vehicle were acquired to safely diffuse and/or detonate bombs. The vessel is equipped to detonate explosives on site.

## **CULTURAL DIVERSITY**

- The Governor's Task Force on Hate Crimes Statewide Initiative increased hate crime reporting by police departments to the statewide Crime Reporting Unit. Efforts made by this program have also heightened awareness among citizens regarding the problem of hate violence and have enhanced the law enforcement response when a crime of this nature is reported.
- Through coordination and collaboration with law enforcement officials and community-based organizations, the Asian-American Civil Rights Resource Guide was developed this year. Dissemination of the resource guide has increased understanding of law enforcement systems and civil rights infractions among Asian-American communities across the state.

## **SUBSTANCE ABUSE TREATMENT FOR OFFENDERS**

- The Priority One: Jail Substance Abuse Treatment Program operates in thirteen (13) locations throughout the Commonwealth. The programs continued to establish suitability and eligibility criteria, which prioritized youthful offenders who demonstrated motivation to participate in a highly structured and rigorous treatment program.

- The Drug Diversion Court in Boston continued to successfully divert the sentences of non-violent, drug-involved offenders by using the District Court as a catalyst to initiate and sustain sobriety and recover from drug addiction through court supervised substance abuse treatment.
- The Substance Abuse Training Program under the auspices of the Department of Youth Services (DYS) continued to provide substance abuse treatment services in twenty-seven DYS programs. In March of 1998, an additional program was added in Westboro. Assessments, relapse prevention therapy and psycho-educational groups were conducted.
- The Department of Correction provided a comprehensive and integrated substance abuse treatment and crime reduction effort entitled the Correctional Recovery Academy (CRA), also known as the Mass Gateways program. Services were operational in thirteen (13) residential programs throughout the system. The CRA continued to direct these services at medium, minimum, and pre-release facilities.

## **TECHNOLOGY AND CRIMINAL JUSTICE SYSTEMS IMPROVEMENT**

- The Division of Investigative Services at the Massachusetts State Police developed and implemented a client server investigative management system in order to improve the effectiveness of the investigator's mission. The system was optimized, over the past year, to organize large amounts of information, including the ability to conduct full text searches of material.
- The LAN/WAN Information Systems Program installed servers and client PCs in each of the State Police Troop Headquarters in order to establish local area networks. In addition, the communication infrastructure for all of the facilities within the troops was designed, configured and installed. This wide area network provided connectivity between all the troop locations.
- The Geographical Analysis program worked towards implementing National Incident-Based Reporting System (NIBRS) data into computerized mapping. Plans were set forth for the development of several NIBRS applications as well as the modification of existing Census applications.





## II. INTRODUCTION

### Areas of Funding

Massachusetts' FY 97 Strategy, which guided the dissemination of funds under the Byrne formula grant, focused on five priority areas: Prevention, Anti-Terrorism, Treatment, Law Enforcement, and the Modernization and Improvement of the Criminal Justice System. This past year, previously funded programs that encompassed the priority areas and had not reached the four-year limitation were invited to apply for continuation grants. Awards were made contingent upon a program demonstrating their success based on past progress, the accomplishment of measurable goals and objectives, and the presentation of an appropriate budget. To further maintain an equitable process for dissemination of funds, a competitive bid process was extended to additional entities to encourage the development of new Task Force initiatives.

To provide direction for funded projects, the specific goals in each priority area were outlined as follows:

### PREVENTION

- GOAL: To reduce school dropout incidents and out-of-school expulsions to curtail street-level violence and drug abuse.
- GOAL: To promote public safety by providing inter-agency initiatives that will revitalize communities, encourage communication between authorities, and expedite intervention, treatment and, in some cases, prosecution.
- GOAL: To reduce the demand for drugs among youth by establishing model drug and violence prevention programs.
- GOAL: To encourage better reporting of hate crimes by citizens to law enforcement; and, to improve reporting by police agencies to the Crime Reporting Unit.

### ANTI-TERRORISM

- GOAL: To address the pressing issue of anti-terrorism through specialized training and education; and intervention through increased coordination and communication.

### TREATMENT

- GOAL: To continue drug treatment interventions including testing for illicit substances at all levels of the criminal justice system, from the courts through probation and within the houses of correction and state prison system. Provide a continuum of treatment as a factor for parole and, for

eligible inmates, treatment on demand once they are released from prison and re-entered into receiving communities.

GOAL: To move forward with a continuum of treatment services for imprisoned men and women in Massachusetts correctional facilities in collaboration with the Department of Correction, the Department of Public Health, and community substance abuse treatment providers.

GOAL: To work with the Department of Youth Services (DYS) as they develop new modalities for providing substance abuse treatment for committed youth, as well as training DHS personnel and improving its infrastructure through such items as management information systems.

### LAW ENFORCEMENT

GOAL: To reduce drug and violent crime-related activities through combined resources and activities of Multi-Jurisdictional Task Forces.

GOAL: To revitalize neighborhoods by developing collaborative model projects at the state level that will promote efforts of local law enforcement agencies.

GOAL: To reduce street-level crime and drug abuse through the development of community policing programs that integrate community-based resources and support.

GOAL: To train and educate the Massachusetts State Police to provide a wide variety of unique services to the criminal justice system.

### MODERNIZATION AND IMPROVEMENT OF THE CRIMINAL JUSTICE SYSTEM

GOAL: To establish a computerized system of interface between all criminal justice agencies that maintain criminal records.

GOAL: To develop fingerprint support for criminal history identification.

GOAL: To enhance drug laboratory reporting and incorporate data into a more comprehensive database.

GOAL: To update and enhance the Department of Correction's communications infrastructure and capability of gathering and processing inmate data.

GOAL: To establish a statewide computerized management information system that links the Department of Public Safety's Bureau of Investigation with all district and satellite offices to facilitate the speedy detection and prosecution of fraud.

GOAL: To plan and implement the first LAN/WAN infrastructure within the Department of State Police.

### AREAS OF FUNDING

Sixteen (16) of the 26 legislatively authorized purpose areas specified by the Bureau of Justice Assistance (BJA) were covered by programs funded. The full description of these purpose areas, as put forth by BJA, are as follows:

### AREA PURPOSE

01. Demand Reduction  
Demand reduction education programs in which law enforcement officers participate.
02. Multi-Jurisdictional Task Forces  
Multi-Jurisdictional Task Force programs that integrate Federal, State, and local drug enforcement agencies and prosecutors for the purpose of enhancing interagency coordination, intelligence, and facilitating multi-jurisdictional investigations.
04. Community and Neighborhood  
Community and neighborhood programs that assist citizens in preventing and controlling crime, including special programs that address the problems of crimes committed against the elderly and special programs for rural jurisdictions.
07. Operational Effectiveness of Law Enforcement  
Programs that improve the operational effectiveness of law enforcement through the use of crime analysis techniques, street sales enforcement, schoolyard violator programs, and gang-related and low-income housing drug control programs.
- 07b. Anti-Terrorism Plan Development  
Programs to develop and implement anti-terrorism plans for deep draft ports, international airports, and other important facilities.
08. Career Criminal Prosecution  
Career criminal prosecution programs, including the development of proposed model drug control legislation.
10. Operational Effectiveness of the Court Process  
Programs that improve the operational effectiveness of the court process by expanding prosecutorial, defender, and judicial resources and implementing court delay reduction programs.



11. Improve the Corrections System  
Programs designed to provide additional public correctional resources and to improve the corrections system, including treatment in prisons and jails, intensive supervision programs, and long-range corrections and sentencing strategies.
13. Identify and Meet Treatment Needs  
Programs that identify and meet the treatment needs of adult and juvenile drug-dependent and alcohol-dependent offenders.
14. Juror, Witnesses, and Victims of Crime  
Programs that provide assistance to jurors and witnesses and assistance (other than compensation) to victims of crime.
- 15a. Improve Drug Control Technology  
Programs that improve drug control technology, such as pretrial drug testing programs; programs that provide the identification, assessment, referral to treatment case management, and monitoring of drug-dependent offenders; and programs that provide enhancement of State and local forensic laboratories.
- 15b. Criminal Justice Information Systems  
Criminal justice information systems that assist law enforcement, prosecution, courts, and correction organizations (including automated fingerprint identification systems).
16. Innovative Programs  
Innovative programs that demonstrate new and different approaches to enforcement, prosecution, and adjudication of drug offenses and other serious crimes.
20. Alternatives to the Corrections System  
Programs that provide alternatives to detention, jail, and prison for persons who pose no danger to the community.
24. Law Enforcement and Prevention for Youth  
Programs for gangs and youth that are involved in or at risk of involvement in gangs.
26. Anti-Terrorism Training and Equipment  
Programs to develop and implement anti-terrorism training and procure equipment for local law enforcement authorities.

## **PROGRAMS COORDINATION**

The Programs Division interacted with a wide range of criminal justice agencies, private organizations, citizens groups, community leaders, and elected officials to coordinate program activities. From the outset, these groups communicated their concerns about crime and the criminal justice system, identifying common problems and issues. In essence, the Annual Statewide Strategy was a coordinated and collaborative effort, drawing on the concerns expressed by these diverse groups to set funding priorities for the fiscal year.

### **Fostering Collaboration and Program Coordination**

The Programs Division engaged in numerous additional activities designed to foster multi-agency collaboration and program coordination. For example, additional statewide Task Forces were developed to implement priority goals of the Byrne Program or other Department of Justice initiatives. Task Forces were mutually planned and developed, and drew together a large number of persons with expertise from public and private agencies. Programs Division staff chaired or participated in the following:

- Criminal Records Improvement Task Force
- Firearms Violence Control Task Force
- Massachusetts Violence Prevention Network
- State Executive Steering Committee
- School Link Services
- Juvenile Police Officers Association
- Massachusetts Chiefs of Police Association
- National Coalition of Juvenile Justice Specialists
- The Governor's Task Force on Hate Crimes
- The Bureau of Substance Abuse Services: Mass Call
- The Massachusetts Summit Task Force
- Governor's Commission on Domestic Violence and Research and Evaluation Subcommittee

Another method used by the Programs Division to foster coordination and collaboration between multiple agencies was through advisory review boards. In contrast to specialized State Task Forces, Advisory Boards were designed to provide ongoing review of current programs funded through the Programs Division. The Advisory Review Boards brought together experts from public and private agencies to provide periodic feedback and guidance to program personnel. Programs Division staff have directed or participated in the following advisory boards:

- Drug Abuse Resistance Education (D.A.R.E.) Advisory Review Board
- Community Policing Advisory Review Board
- Chelsea Weed and Seed Steering Committee
- The Juvenile Justice Advisory Committee
- Violence Against Women Advisory Board



Additionally, the Programs Division participated in coordinating the following efforts that linked Byrne Formula Grant funding to statewide initiatives:

### **Local Police Departments:**

#### **CJIS Data Transfer Program**

This project was designed to provide local police departments and sheriffs' offices with the necessary hardware and software to replace the CJIS dumb terminals with a personal computer that is connected via frame relay to the Criminal History Systems Board. This facilitates the two-way exchange of information, including the Trial Court, the Department of Correction, the County Houses of Correction, and the Parole Board. During FY97, 221 PC's were connected to the CJIS WAN and were fully operational.

### **State Police**

#### **Department of Intelligence Information Systems Improvement**

Program efforts continue to develop a comprehensive integrated case and investigative management system that will be used by State Police investigative units. This application was optimized to manage large amounts of narrative reports. The software was made available to other law enforcement agencies as well. This process is designed to reduce the amount of time investigators spend on administrative tasks, thereby increasing the amount of time that can be spent investigating serious crime.

### **Executive Office of Public Safety**

#### **Integrated Public Safety Communications Infrastructure**

This program began by assessing the existing State telecommunications infrastructure and examining technologies and their potential for improvement. Also studied was the current legislation and policy affecting public safety's telecommunications.

### **Department of Correction (DOC)**

#### **Design and Development of the Modern Correctional Database Management**

Program funds allowed the DOC to replace its current database system with a modern one that is capable of managing the increased volume of information processing. The development and installation of this new system enabled the agency to centralize its inmate-related applications resulting in more effective and worthwhile information. This database management system served as the foundation for the Department's inmate management operations, and provided necessary data output that contributed to the entire criminal justice community.



## **Massachusetts Bay Transportation Authority (MBTA) Police Department**

### **Criminal Justice Information System**

The goals of this program have been successfully met by upgrading the Department's information system to provide the capability to interface with the NCIC 2000. Overall information organization and gathering capabilities of the Department were improved and the addition of the mobile data communications system has greatly enhanced information sharing for interagency communications.

Finally, the Programs Division worked with numerous organizations to coordinate programs of mutual interest including:

- Bureau of Alcohol, Tobacco, and Firearms
- Community-Oriented Policing Services Office
- County District Attorney Offices
- County Sheriffs and Massachusetts Sheriff's Association
- Massachusetts Criminal Justice Training Council
- Drug Enforcement Administration
- Local Police Departments
- Massachusetts Attorney General's Office
- Massachusetts Criminal History Systems Board
- Massachusetts Department of Correction
- Massachusetts Department of Public Health
- Massachusetts Department of Public Safety
- Massachusetts Department of Youth Services
- Massachusetts Executive Board of Police Chiefs
- Massachusetts Executive Office of Public Safety
- Massachusetts Medical Examiner's Office
- Massachusetts Office for Refugees and Immigrants
- Massachusetts Parole Board
- Massachusetts Port Authority
- Massachusetts State Police
- Massachusetts State Police Crime Laboratory



### III. Evaluation Plan and Activities

The Massachusetts Statistical Analysis Center of the Executive Office of Public Safety Programs Division determines the progress and impact of programs receiving federal and state funding through the Programs Division. In relation to the Byrne Program, major evaluation activities include the creation of tools to retrieve programmatic data, review of such tools to determine project development, and the implementation of impact studies to measure project success in meeting stated goals and objectives.

In addition to the existing monitoring and process evaluation methods implemented by the Programs Division, several grantees have evaluated their programs to display the efficacy of their programs. Individual programs assume the cost for these studies in many ways. Certain grantees solicited alternate funding to support an evaluation study, others included a budget item in the Byrne Subgrant Application or committed matching funds to perform this work, and some provided these services by utilizing research staff already housed at the subgrantee's agency. The findings and status of these evaluations are described below.

#### Massachusetts Police Automation Survey

The Programs Division continues to dedicate a significant portion of Byrne funding towards local police departments' systems improvement in an attempt to enhance automation at the local level of law enforcement. The Statistical Analysis Center (SAC) administered its annual Massachusetts Police Automation Survey to learn of the status of automation in the local police departments. This survey was created to obtain information relevant to the status of computerization, equipment and technology applications by law enforcement in the Commonwealth. In 1997, the survey was distributed to all 351 municipalities in Massachusetts. A total of 309 local police departments returned completed surveys, representing 94% of the Massachusetts population. The number of departments who have implemented Offender Based Tracking Number (OBTN) was 181. This represents an increase in 82 departments from 1996. Two hundred and fifty-three (253) departments stated they submit Operating Under the Influence (OUI) reports via the Criminal Justice Information System (CJIS). One hundred and twenty-seven (127) departments reported using 788 laptop computers, an increase of 16 departments and 189 laptops from 1996. The Massachusetts SAC is currently preparing the 1998 version of the automation survey.

#### Massachusetts Trial Court's Drug Diversion Court Evaluation

The Drug Diversion Court provides an active, responsive, judicially supervised treatment intervention for addicted, non-violent offenders. The Drug Court currently serves three District Courts (Dorchester, West Roxbury, and South Boston) and averages 60 clients per week. The program graduated 21 clients during state Fiscal Year 1998; bringing the total of successfully completed the Drug Diversion Court program participants to 66. Program retention was 71%. Ninety percent (90%) of clients participated in a 12-step program outside of counseling. To date, the court has sentenced 44 out of 198



participants to periods of incarceration with 17 sentences being revised or revoked. The NADCP and the Department of Justice's Drug Court Program Office have selected Boston as one of 17 mentor sites across the country to provide technical assistance to newly funded drug courts. The Drug Diversion Court Director was asked to serve on the Massachusetts House of Representatives Judiciary Committee, Sub-Committee on Drug Courts, with the goal to develop legislation on the implementation of the drug court concept on a state level.

#### Massachusetts Support Services Evaluation

The Massachusetts State Police's Support Services Program assists local communities with conducting "street level" drug investigations, by providing support for controlled purchases of narcotics, informant development, and incidental expenses associated with undercover investigations. The State Police compiled case volume statistics for their program. Over a 10-month period a total of 37 cases were completed. Participating departments apprehended a total of 356 suspects. A total of 1,111 grams of cocaine, 122 grams of crack, 559 grams of heroin, 161 ounces of cannabis, 182 units of stimulants, 35 units of hallucinogens, 1 unit of depressants and 23.6 units of unknown drugs were intercepted. As a result of the Support Services Program, 14 people were charged with drug trafficking, 331 with drug use, 356 with drug possession and 365 with drug sales. Of the total, 356 reported suspects, 298 were male and 58 were female. Two hundred and three (203) suspects were Caucasian, 91 were Hispanic, 59 were Afro-American, and 3 were other. Although the results do not show a marked increase in suspects/arrests and the quantities of drugs intercepted from previous years, the agencies are selectively targeting the drug dealers as compared to users. These suspected dealers have a greater criminal influence in their respective communities. Thus, their arrests have a bigger impact in their respective communities. Crack, cocaine, marijuana and heroin interception has diminished due to increase drug enforcement efforts. There has been a marked increase of stimulants and so-called "designer drugs." This shift by dealers to strength and body enhancement is an indication of the successful interdiction efforts against traditional drugs and an indication of the "leveling off" of the drug activity.

#### Student Attendance Center Evaluation

The city of Worcester's Student Attendance Center promotes school attendance of middle and high school students and identifies needed services and community resources, and links these resources with children and their families. A total of 181 students were served by the Center in state Fiscal Year 1997. School administrators apprehended the majority of students (87%), while the Worcester Police Department apprehended 13% of the students. The average age of the students served was approximately 15 years, and males (115) outnumbered females (66) by a ratio of nearly 2:1. With regard to race, 55% were white, 30% Hispanic, 8% African-American, and 7% Asian and Southeast Asian. This distribution was consistent with the racial makeup for the entire school district. Students were more frequently enrolled in middle school (65%) as compared to high school (27%). Of the 181 referred students, 104 (59%) were enrolled only once, while 72 (41%) were admitted on two or more occasions. When comparing the single versus the multiple

admissions to the Center, results indicate that chronically truant students were more likely to be male (58%) and enrolled in middle school (61%). A 23% reduction in truancy and a 47% reduction in school suspension were noted when comparing students' behaviors and attitudes prior to and subsequent to admission to the Center. A six-fold increase was observed in the number of students referred to and linked with DYS services. Students completed a written questionnaire upon exiting the Student Attendance Center. Overall, students' perceptions of their experiences at the Center were highly favorable and positive. Items rated most favorably pertained to the assistance and support received from the Center staff and in the experiences and activities at the Center that were believed to promote school attendance. Items that students requested included more assistance to enhance linkages with other needed resources and services, and additional help with academic problems.

### Massachusetts Gateway Evaluation

The Department of Correction's Correctional Recovery Academy provides intensive, comprehensive and integrated treatment services to incarcerated men and women. Of the 297 discharges, 185 or 63% completed the program, 24% were program failures and 13% were administrative discharges. Spectrum Health Systems, Inc. conducted a preliminary impact study of 44 random program participants. The "Criminal Sentiments Scale" was used to measure criminal attitudes and to measure relapse prevention skills the "Coping Behaviors Inventory" was used. Overall, a significant shift in attitudes from pro-criminal to pro-social was found. When measuring social attitudes toward the law, courts, and police, the average pre-program score was 77 (low) and the average post-program score was 89 (high). These results reflect an increase in pro-social attitudes. Offenders also reported significant pro-social changes toward how much they tolerate the breaking of the law. Pre-program participants had a moderate (28) tolerance for law violations. At the end of the program, the average score was 23 indicating the participants now had a low tolerance for law violations. For identification with other criminals, the sample had a moderate identification (16.68). At the end of the program, the sample had a lower (14.79) identification. This demonstrates the sample of offenders had a reduction in perceived identification with criminal peers following the completion of the Correction Recovery Academy. In addition, program participants showed significant gains in relapse prevention skills. Abt Associates of Cambridge, MA is in the fourth year of a \$1 million National Institute of Drug Abuse (NIDA) outcome study of the Correctional Recovery Academy and will be going into a fifth year with an extension from NIDA.

### Evaluation of the Mo Vaughn Youth Development Program

The Mo Vaughn Youth Development Program (MVYDP) is a community-based organization that promotes the positive development of selected inner-city youth through a structured, discipline approach to the education of the whole person during the after school hours. Efforts were made to document, measure and evaluate the achievement of the MVYDP's goals and objectives, by assessing the entire process of the program. The assessment focused on whether the program had positively affected participants' attitudes, knowledge, and behavior. Components were measured in terms of their impact,



positive or negative. A total of 35 youth, who were in the program 60 days or more, were surveyed in their satisfaction with the program. When asked to rate the program on a scale from 1-10 (1 being the lowest and 10 being the highest), the average of responses was 8.3. Eighty-six percent (86%) felt they were doing better in school since they were in the program. Only 14% thought they were doing "a little" better since they were involved in the program. On a scale of 1-10, the youth overall rated program activities a 8.3. The program also surveyed 20 parents. On a scale of 1 to 5, (5 being the highest), parents evaluated the effectiveness of MVYDP in helping their child develop the following life skills, followed by the average score: self-confidence - 4.5, respect - 4.5, decision-making skills - 4, sense of responsibility - 4.75, behavior - 5, and goal setting - 4. Parents indicated they would like more career counseling and job training as well as SAT test preparation. They also would like the youth to do even more community service than they already have.

#### *Evaluation of Department of Youth Services Substance Abuse Training Grant*

This project aimed to offer trainings in substance abuse treatment to general staff throughout the Department of Youth Services (DYS) system and to at least 25 DYS caseworkers at day reporting/neighborhood centers. A total of 42 caseworkers received training. Four out of five substance abuse clinicians received over 24 hours of substance abuse training. Ten (10) subject areas were offered through training sessions. Some areas covered were adolescents addicts, living with dependency, relapse prevention, HIV and substance abuse and peer leadership for adolescents. Post-training surveys were administered. The participants were asked to rate on a scale of 1-5 (1 being the worst and 5 being the best) if the subject was relevant to their needs, if the subject matter was clear, if the instructor was well prepared and the overall value the session. Regarding subject matter relevance, participants rated the trainings a 4.3. Participants gave it a 4.4 rating with regard to overall clarity. The instructors were rated a 4 for overall preparedness. For overall value, the training sessions received a 4.1. Pre- and post-training tests were administered to determine prior and gained knowledge of the subject areas. Percentage increases of the 10 modules were averaged indicating a 24% rise in scores.

#### *Multi-Jurisdictional Task Forces Evaluation*

The task forces worked closely with other local, state and federal agencies in order to share information, execute task force maneuvers, and coordinate their resources more effectively. The 26 task forces in the first two quarters of their operation: seized \$1,116,565 in cash and personal property; forfeited \$293,670.50 of cash and property; issued and executed 269 search warrants, and made 546 arrests from those search warrants. The task forces seized 181 weapons during the first two quarters, 31 of them being handguns. The task forces were responsible for 1,392 arrests for possession of a controlled substance, 580 arrests for possession of a controlled substance with the intent to distribute, 216 arrests for the distribution of a controlled substance, and 252 arrests for trafficking a controlled substance. For the two quarters reported, the drug arrests were broken down by substance type and resulted in reporting that 673 arrests were from cocaine, 168 arrests were for crack, 384 arrests were for heroin, and 1,093 arrests were for marijuana. For the two quarters reported, the task forces seized 25,343 grams of



cocaine, 3,037 grams of crack, 1,618 grams of measured heroin and 4,933 bags (each bag measures between .01-.02 grams) of unmeasured heroin, and 50,192 grams of marijuana.

#### Cops and Kids Program Evaluation

Cops and Kids provides at-risk middle school youth (12-14 years old) with after-school programs during the hours between 3 p.m. and 6 p.m. A total of 677 youth completed a program evaluation survey. Overall, 46% of the program youth rated the program excellent, 30% rated the program good, and 15% rated the program average. A total of 6% thought the program needed improvement and 3% of the youth rated the program poor. Eighty-six percent (86%) of responding youth would like to see the Cops and Kids Program continue next year. Fourteen percent (14%) of the respondents were not interested in participating in the program next year. Youth were asked whether they felt their relationship with police officers had improved as a result of the Cops and Kids Program. Fifty-five percent (55%) believed their relationship with police officers had improved because of the program. Thirty-three percent (33%) thought their relationship with police officers had stayed the same. Ten percent (10%) had no opinion and 3% thought their relationships had gotten worse as a result of the Cops and Kids program.

#### Evaluation and Treatment of Violent Offenders on Probation

The Barnstable District Court aims to reduce criminal recidivism by evaluating and treating violent offenders with a special emphasis on substance abuse treatment. During the first year, 125 clients were referred evaluation and treatment; the second year- 252 clients; and this year, the third year,- 279 clients. Each year a random sample of 50 clients was selected. The intent of the study was to determine the recidivism rates for each year and for the total sample of 3 years of the program. Recidivism was defined as any arrest or arraignment after one year of entry into the program, excluding minor motor vehicle offenses. Analysis showed that in the first year sample 16 of the 50 program participants (32%) were arraigned for a new offense. The second year sample showed that 9 participants (18%) were arraigned for a new offense. The third year sample showed that 18 participants (36%) were arraigned for a new offense. The total recidivism rate for the samples was 43 of 150 or 29%. Further analysis of the offenses for which the participants were arrested show their offenses were almost exclusively for crimes against a person.

#### District Court Intermediate Sanction Foundation Evaluation

An evaluation of the Metropolitan Day Reporting Center (MDRC) was by conducted the Northeastern University Center for Criminal Justice Policy Research. The MDRC combines intensive monitoring and supervision with a structured program of services to address the individual needs of high risk, high need probationers. Results of the evaluation are as follows. Eighty percent (80%) of the clients serviced by the MDRC were 25 years old or older. A majority (79.3%) of MDRC clients self-reported having a serious drug or alcohol abuse problem; the most common drug of choice appeared to be cocaine. Over half (55.7%) have not been previously incarcerated. A total of 89.1%

were referred to the MDRC during their time from the Suffolk County House of Correction, and the remaining 10.9% were referred from other agencies. Inmates who participated in the MDRC were twice as likely to remain crime free following release from the program as compared to inmates released directly from the House of Correction. Only 6 (1.3%) of the 466 clients for whom records were available, committed a new crime while in the program. Eight out of ten clients are either working or involved in a job search as a part of their participant responsibilities. Results indicate that as a client ages, their likelihood of recidivating decreases. Clients living with a spouse or children produced very low recidivism rates (4.9% and 0.0% respectively), while clients living with parents and siblings had significantly higher rates (25% and 16.7%, respectively). The majority (approximately 60%) of MDRC clients with three or more prior incarcerations does not recidivate.

#### *Evaluation of the Victim Advocacy and Services*

The Joey Fournier Services provides assistance and information to victims of domestic violence regarding restraining orders and (Criminal Offender's Record Information) CORI certification in order to prevent incidents of domestic violence. The program received 33 requests for information on CORI certification, 814 calls for general domestic violence information, 681 calls for emotional support, 10 requests for victim compensation assistance, and 997 calls of domestic incidents. The program made 1,038 referrals to outside agencies.



## **IV. PROGRAM SUMMARIES**

### **Governor's Alliance Against Drugs Martial Arts Mentoring Program**

The goal of the program is to educate students with the philosophy of martial arts. This philosophy includes: self-discipline, respect for others, and self-esteem building. Its fundamental principle enhances preventative drug, alcohol, and violence education. The program is offered to youth in the Cities of Brockton, Lawrence, Lowell, and Worcester, Massachusetts.

**Number of Sites:** 4

#### **Goals/Objectives 1:**

To form a Governor's Martial Arts Youth Mentoring Program Advisory Board.

#### **Program Activities:**

Strive to organize an Advisory Board consisting of community prevention specialists, police department officials, staff from the District Attorney's office, education leaders, martial arts experts, and staff members from the Governor's Alliance Against Drugs.

#### **Performance/Assessment Indicators:**

Was the Governor's Martial Arts Youth Mentoring Program Advisory Board established?  
When did they hold meetings?

#### **Accomplishments/Evaluation Results:**

Due to scheduling problems it has been difficult for Advisory Board members to meet on a monthly basis. The special Coordinator has met regularly with community members to discuss prospects of the Program.

#### **Goals/Objectives 2:**

To hire qualified martial arts instructors who can serve as positive role models to youth.

#### **Program Activities:**

A Committee convened and conducted interviews to hire several martial art instructors.

#### **Performance/Assessment Indicators:**

Were any martial arts instructors hired?

#### **Accomplishments/Evaluation Results:**

Committee members conducted interviews and hired 4 martial arts instructors, 4 assistant instructors, and 1 technical advisor.

#### **Goals/Objectives 3:**

To purchase necessary equipment for the program.



**Program Activities:**

Equipment was purchased to run the program successfully.

**Performance/Assessment Indicators:**

Who was consulted in purchasing the appropriate equipment for the Program? When will the equipment be delivered?

**Accomplishments/Evaluation Results:**

The Technical Advisor provided advice on what equipment should be purchased to run the program successfully. The equipment was delivered on October 15, 1997.

**Goals/Objectives 4:**

To utilize the philosophy of martial arts and enhance preventative drug, alcohol, and violence education to youth.

To implement the Martial Arts Mentoring Program in the Cities of Brockton, Lawrence, Lowell, and Worcester.

**Program Activities:**

Targeted youth were informed about the program, and student participants at each location were provided conditions and guidelines to follow.

**Performance/Assessment Indicators:**

How many youth were participating in the program? When is the program offered?

**Accomplishments/Evaluation Results:**

The program has commenced in all four cities, and is held after school, four days a week. Martial arts demonstrations, weekend tournaments, belt progression tests, conflict resolution instructions, and drug and violence prevention workshops are included in the program plan.

**Department of Youth Services****Substance Abuse Treatment/Train the Trainer**

This project offers drug abuse treatment trainings to general DYS staff throughout the system and to at least 25 DYS caseworkers at day reporting centers while providing ongoing substance abuse treatment in at least 21 DYS residential programs.

**Number of Sites:** 27

**Goals/Objectives 1:**

To provide training in substance abuse treatment to staff throughout the DYS system.

To receive at least 4 hours of competency-based trainings in 10 subject areas.

To provide at least 24 hours of training in substance abuse treatment to each of the 5 substance abuse counselors.

**Program Activities:**

Trainings focused on the following areas: the nature of chemical dependency, living with chemical dependency, adolescents addicts, group therapy for adolescents, relapse prevention, HIV and substance abuse, peer leadership, drug pharmacology, and multicultural competence and substance abuse. Participants were asked to complete a pre/post training test and a training evaluation form. At each substance abuse treatment center the following clinical services were provided: assessments, relapse prevention therapy and psycho-educational groups.

**Performance/Assessment Indicators:**

How many participants were involved in the trainings? How many of the participants were caseworkers? Was there any change between pre- and post-training tests? Did clinicians receive at least 24 hours of training? How many DYS programs received ongoing substance abuse treatment services? How many sites were serviced?

**Accomplishments/Evaluation Results:**

A total of 179 participants were involved in the trainings. Of the 179 participants, 42 were caseworkers. Overall, post-tests revealed a marked increase in percentage points. Percentage increases of the 10 modules were averaged indicating a raise of 24% in scores. Two (2) clinicians received over 45 hours of training. One received 32 hours and another 27 hours. The fifth clinician received only 14.5 hours but the clinician was hired late in the grant period. Ongoing substance abuse treatment was provided at 27 DYS programs. Data was gathered from substance abuse treatment statistics to reveal the following monthly averages: total of clients who received substance abuse services-566; total individual therapy sessions-19; total relapse group therapy sessions-29; total psycho-educational groups-123; total assessments-117; and total youth who completed programs-214. A total of 27 sites were serviced, exceeding the original goal of reaching 21 sites by 6.

**The Massachusetts National Guard  
Youth Leadership Development Program**

This activity-based program targets inner-city youth, ages 12-14. It provides basic life skills that are necessary to become peer leaders and student mediators in their schools and communities. All elements of the curriculum are designed to be both physically and mentally challenging, while relating to day-to-day decision making.

**Number of Sites: 9**

**Goals/Objectives:**

To develop a network of peer leaders and student mediators in inner-city middle schools.



To identify and select at risk middle school students who have demonstrated leadership skills.

To develop self-esteem and confidence building while providing prevention facts related to drugs and violence.

To train youth to be effective in the areas of conflict resolution and mediation.

**Program Activities:**

Teachers, guidance counselors, and school administrators were solicited to voice their support for the program. A process was developed to provide student participation. A means to relate the activity-based initiatives to real life situations was continued. Trained facilitators conducted groups of 20-25 youth regarding safety issues. Several youth participated in the "Ropes Adventure." Youth were challenged to make individual decisions for problem solving.

**Performance/Assessment Indicators:**

How many cities/towns requested the program and how many participated for the second year? How many students applied to the program and how many completed the program? How many students graduated? Did the program provide a vehicle to relate what was learned to real life practices? What type of training did the trainers receive? Were any youth injured due to any of the physical activities? Did students understand what was expected of them and did they relate in a more positive manner to their friends?

**Accomplishment/Evaluation Results:**

The program was accepted in 13 cities/towns, 6 of which entered their second year. A total of 600 applicants began the program and over 550 actually graduated. The construction of the ropes course provided a "challenge by choice" approach that was optional. Ninety-nine percent (91%) of the 550 youth participated in the ropes course. Twenty (20) new facilitators were trained to teach the project curriculum, in addition to attending a safety course related to the ropes. The majority of the youth who were active in the program worked successfully together with peers and all youth provided input for solving many of the challenges they were faced with.

**Hampden County District Attorney's Office  
Adopt-A-School Program**

This is a program designed to educate parents, students and members of the school community about their rights and responsibilities to help reduce criminal activity, promote school safety, increase cooperation among police prosecutors and members of the school community, and to build confidence in the legal system.

**Number of Sites: 1**



**Goals/Objectives 1:**

To reduce criminal activity by providing students with the education, skills and attitude to achieve violence-free, crime-free, productive lives.

To teach students the “three R’s” of legal education: Rights, Responsibilities, and Respect.

**Program Activities:**

Teach a ten-week legal education course to middle school and high school students, conduct mock trials in each class, provide a court visit, and distribute a newsletter.

**Performance/Assessment Indicators:**

Was the program taught to target student population? Was a mock trial conducted in each class? Was a court visit provided for each participating class? Was a newsletter distributed to each student?

**Accomplishments/Evaluation Results:**

The legal course was provided to all interested classes. Two (2) sessions were conducted and a total of 2,585 students participated in the program – 718 elementary students, 1,543 middle school students, and 324 high school students. A newsletter was produced and distributed for each session. There were 85 mock trials conducted in grades 3 through 12 and 100 classes participated in a field trip to either Hampden District Court or Housing Court. Evaluation surveys were distributed during the second session to teachers and students. Thirty-three (33) of 51 teachers responded and 1,500 students completed an evaluation. Both teachers and students gave the program high marks.

**Goal/Objectives 2:**

To provide administrators, teachers and parents with information about the criminal justice system with regard to their respective rights and responsibilities.

To teach members of school communities about the criminal justice system, mandatory reporting, and other legal issues faced by juveniles.

To provide lectures and seminars to parents and parent/teacher organizations on legal issues common to juveniles.

To produce and distribute brochures for parents, students, and school officials on a variety of legal topics.

**Program Activities:**

To provide lectures and seminars to teachers and administrators, parents and parent/teacher organizations, and to produce and distribute brochures on the legal system.

**Performance/Assessment Indicators:**

Were lectures conducted for the target population? Were brochures developed and distributed?

**Accomplishments/Evaluation Results:**

Seven (7) lectures were provided for teachers and administrators on topics such as the juvenile justice system and sexual harassment, 2 lectures were conducted for parent groups, and Assistant District Attorneys attended 2 networking meetings. No brochures were distributed during the 1997-98 school year. However, 5 have been developed during June and July 1998 for distribution in September 1998. Teachers and parents who attended seminars were asked to complete evaluation forms. Evaluations revealed that lectures were well received and included suggestions for additional topics to cover.

**Goal/Objectives 3:**

To promote safety in schools by increased cooperation among police, prosecutors and school officials.

To foster school safety by identifying problematic students and schools.

**Program Activities:**

Assistant District Attorneys met with the Springfield Police Department Youth Aide Bureau and an Assistant District Attorney attended monthly meetings of the Hampden County Juvenile Court Community Risk Assessment Management Program (CRAM). CRAM is a collaboration with the District Attorney's Office, Juvenile Probation, Department of Youth Services, the Springfield Police Department, Juvenile Court and School Departments. All parties participate in monthly meetings to share information about their common client population.

**Performance/Assessment Indicators:**

How has interaction with police officers and attendance at CRAM meetings effected delivery of program services?

**Accomplishments/Evaluation Results:**

Assistant District Attorneys developed a rapport with police and attended locker searches with the officers. Officers were guest speakers in classrooms, and the students' perception of police offices changed due to interaction. Assistant District Attorneys, armed with information regarding gang violence problems at schools, were able to offer training for teachers and students at those schools.

**Goals/Objectives 4:**

To build confidence in the legal system among parents, students and teachers, to develop positive non-prosecutorial relationships between prosecutors, parents, students and teachers.

To develop a rapport among Assistant District Attorneys with students, teachers and parents that will allow all parties to break down stereotypes and openly discuss legal issues.



**Program Activities:**

To teach classes, to conduct seminars for teachers and parents, and to include parents in students' education.

**Performance/Assessment Indicators:**

Did Assistant District Attorneys develop a rapport with students and the school community through course instruction, and seminars? Did Assistant District Attorneys develop a rapport with parents and was information provided for parents?

**Accomplishment/Evaluation Results:**

Student evaluations demonstrated that Assistant District Attorneys were liked, deemed mentors, and that the course was a positive experience for students. Evaluations provided by teachers gave the program high marks. Many teachers invited Assistant District Attorneys to participate in other school activities. Most Assistant District Attorneys had little contact with parents. A few parents attended the mock trials and court visits, and one Assistant District Attorney provided 2 seminars for parents.

**Lenox Police Department  
Police Explorer Academy**

The Police Explorer Academy Program provides an opportunity for middle and high school students to attend an eight-day mock police academy camp held at the Westfield, Massachusetts Air Force Base. Instructors are police personnel from around the New England area. The program emphasizes self-esteem, team building, drug, alcohol, and violence prevention training.

**Number of Sites: 1****Goals/Objectives 1:**

To provide classroom education on drug, alcohol, and violence prevention.

**Program Activities:**

The program is a combination of academic and physical education. A code of conduct was established and student participants were expected to adhere to the policy while attending the eight-day camp.

**Performance/Assessment Indicators:**

Were students instructed on drug, alcohol and violence prevention?

**Accomplishments/Evaluation Results:**

The program was in session from August 9, 1998, through August 16, 1998, at the Westover Massachusetts Air Force Base. Student participants ranged in age from 12 to 17. The classroom curriculum included education on the following: dating violence, public speaking, personal safety, energy profiling, team building, gangs, the dangers of drugs and alcohol, and resisting violence.



**Goals/Objectives 2:**

To provide students with a challenging task of repelling from a sixty-five foot fire tower.

**Program Activities:**

Program staff members provided students with instruction on safety equipment and commands for repelling.

**Performance/Assessment Indicators:**

Did students repel from a sixty-five foot fire tower?

**Accomplishments/Evaluation Results:**

All students participated in repelling from a sixty-five foot fire tower.

**Goals/Objectives 3:**

To train students on problem solving and mediation techniques.

To educate students on legal issues, criminal records, and juvenile delinquent offenses.

**Program Activities:**

The program equipped students to interact and form close relationships with the staff. Students challenged themselves and participated in classroom exercises that emphasized team building.

**Performance/Assessment Indicators:**

How did staff accomplish these goals?

**Accomplishments/Evaluation Results:**

Respect for individual rights was emphasized, and staff members made special efforts to encourage and acknowledge positive behaviors. During the eight-day Program, students were provided the opportunity to develop positive social skills through cooperative team building exercises. Through these exercises, the students learned to trust one another and find confidence in themselves. Thirty-one (31) students entered the Program and 27 completed the activities.

**Local Police Departments****“Cops & Kids”**

This after-school initiative challenged local police departments to develop comprehensive, community-based strategies intended to keep youth off the streets and prevent substance abuse and violence. To promote the success of the program and facilitate community cooperation, police departments were required to work directly with other community stakeholders in developing their community’s Cops and Kids Program. These stakeholders include: youth, families, school departments, public and private health and human services providers, neighborhood committees, businesses,

governmental agencies, courts, and juvenile probation. At minimum, each community commits staff support from local law enforcement and school departments.

The intended outcome of this program is to reduce the incidence of youth substance abuse and criminal and gang involvement, and to improve linkages between critical community services. Additionally, the youth are to remain safe during the critical after-school hours (3 p.m.- 6 p.m.), and public safety preserved due to an anticipated decrease in juvenile delinquency.

**Number of Sites:** 20

**Goals/Objectives:**

To create positive interaction between law enforcement and youth.

To improve educational and recreational opportunities for youth.

To enhance youth self-esteem and encourage personal, social, and civic development.

To reduce incidents of youth substance abuse and prevent youth criminal and gang involvement.

To improve linkages between community services and to enhance the coordination of economic, social, and physical infrastructures.

**Program Activities:**

Depending upon the program design and the number of youth involved, some programs run a number of activities, while others focus their programs on one topic area. Some activities include: intramural sports, tutoring, counseling, drug/alcohol awareness, computer workshops, cultural activities, job skills seminars, peer leadership, and community service. These activities were developed and achieved by integrating the community and the services that it can provide.

**Performance/Assessment Indicators:**

How many youth did the program serve? Was the objective of focusing on middle school youth achieved? Were linkages between community services improved and enhanced? What were the three most popular activities that the youth participated in? What did the youth think about the program? Were educational and recreational opportunities improved for these youth? Did the youth feel their relationship with police officers had improved because of the program?

**Accomplishments/Evaluation Results:**

The Cops and Kids program served approximately 3,000 youth across the 20 sites. In keeping consistent with the program objectives, about 70% of the youth served were in middle school. In many of the communities, linkages were improved, therefore serving the youth more effectively. Youth were surveyed before and after the program. A total of 46% of the youth participated in field trips. Approximately, 44% participated in athletics, and 36% of the youth participated in drug and/or violence prevention education.



Overall, 80% of the youth thought the program was either excellent or good. Almost 90% of the youth were interested in participating in the program next year. Fifty-five percent (55%) believed their relationships with police officers have improved because of the program.

### **Bristol County District Attorney's Office Accelerated Deportation Program**

The Accelerated Deportation Program (ADP) identifies and tracks potential criminal aliens in order to expedite the hearing process that leads to actual deportation. This program keys in on the need to better coordinate operations among the various elements of the justice system that are involved in deportations. A trained and dedicated Deportation Unit coordinates and undertakes all activities. A major thrust of the program identifies appropriate sentenced inmates at the Bristol County House of Correction and brings deportation proceedings against them while they are in custody and in the control of the court.

**Number of Sites:** 1

#### **Goals/Objectives 1:**

To make the Bristol County District Attorney's Office the focal point of local deportation operations.

To build capacity in the District Attorney's office to expedite the processing and scheduling of deportation hearings.

To communicate with and develop better working relationships with all elements of the criminal justice system and INS to enhance the smooth and timely process of deportations.

To provide training to all involved justice system professionals on deportation and related procedures.

#### **Program Activities:**

Hire personnel to form a Deportation Unit in the District Attorney's Office; procure livescan equipment for more efficient fingerprinting activity; open up lines of communication between the INS, local Sheriffs' Departments, police personnel, and with other interested parties; set up training opportunities and updates for staff and other Bristol County justice personnel.

#### **Performance/Assessment Indicators:**

Were personnel hired to form a Deportation Unit? Was livescan equipment purchased? Have relevant activities been undertaken to improve communication? How many of the staff have been trained? Are training opportunities available for non-District Attorney's staff for training?



**Accomplishments/Evaluation Results:**

Five (5) people were hired. Two (2) livescan units and related peripherals were purchased and installed, and staff was trained on their use. Regular meetings were held with Sheriff's Office personnel, and regular communication and meetings have been established with police from New Bedford and Fall River. The District Attorney is setting up a major meeting with INS in Boston. A web page was developed that provides information on the program and a newsletter will be out in the fall. Police and Sheriff's department personnel have been informally trained with more formalized training being developed. A summer retreat of the Deportation Unit and District Attorney's staff indicates that morale is high, that personnel are well trained and feel confident about their jobs, and that a system that tracks cases efficiently has been implemented.

**Goals/Objectives 2:**

To ensure that all necessary material needed to identify and process potential deportees is available to appropriate authorities in a timely fashion.

To staff the Unit appropriately with personnel whose major priority is fingerprinting and identifying potential deportees, tracking cases, and procuring and disseminating relevant paperwork.

To develop a system so that all necessary fingerprinting needed for the Accelerated Deportation Unit is available.

**Program Activities:**

Recruit high-quality administrative and prosecution personnel; recruit high-quality technical personnel to expedite fingerprinting and identification of potential deportees; develop a system to rationalize fingerprinting and information flow and ensure that all relevant paperwork is accomplished and accessible; install an electronic data based system to transmit digital data to the State Police and FBI fingerprint identification resources for rapid identification of potential deportees.

**Performance/Assessment Indicators:**

How many administrative, technical and prosecution staff have been hired? Is the fingerprinting system in place? Is it working? How far along is the electronic data based system? What needs to be done?

**Accomplishments/Evaluation Results:**

A multi-lingual Assistant District Attorney, a Field Investigator, an Administrative Assistant, and two Fingerprint Technicians have been hired. The Administrative Assistant and the Assistant District Attorney have worked with senior District Attorney's staff to create an accelerated deportation system. The District Attorney's office has purchased two livescan fingerprinting systems, which are located in New Bedford and Fall River District Courts. Since March 1997, the Unit has fingerprinted 253 people. The office is soliciting bids on installing high-speed T-3 lines to send the data to appropriate fingerprinting identification resources. The web page is attractive and easy to utilize as a resource for justice personnel. There is improved interagency cooperation with the INS

and the Bristol County Sheriff's Department, both of which are helpful partners in the ADP effort. The District Attorney's office is vigorously working with other justice personnel to speed up the installation of high-speed fingerprint data networks in Massachusetts, and Deportation Unit personnel have been able to speed up fingerprint identification from the State Police.

### **Goal/Objective 3:**

To substantially increase the number of illegal alien criminals deported from Bristol County.

To establish regular meetings with county court, House of Correction, and jail personnel to develop a system for the early identification of incarcerated illegal aliens who are candidates for deportation.

To meet with police departments in major cities and with appropriate State Police personnel to fully involve them as active partners in the program.

To continue to build solid working relationships with INS officials, appropriate State and Federal agency personnel, and courts involved in deportation.

### **Program Activities:**

Reach out to police and corrections personnel to ensure a solid team effort concerning deportations, establish formal relationships with the Sheriff's Department and area police departments, establish formal criteria to identify potential deportees without abusing their rights, and increase the population of potential deportees.

### **Performance/Assessment Indicators:**

What outreach has been conducted? Have the criteria been established? What strategies are being used?

### **Accomplishments/Evaluation Results:**

Deportation Unit personnel have developed good working relationships with the court, probation, and police personnel and have overcome initial resistance to a new program by having the Unit personnel be respectful and helpful to existing court and police staff. After some initial wariness, police and court personnel have become very interested in the livescan fingerprint technology as a resource in their work. The District Attorney's Office is training them on the machines and is working to find ways for interested justice personnel to utilize the equipment.

Formal criteria have been established that identifies serious criminals yet does not infringe on rights. Initial efforts were focused on custody defendants, now the Unit is working to identify and fingerprint non-custody potential deportees. The caseload for deportation hearings has increased significantly as a result of the Deportation Unit's efforts and for the first time, the hearing dockets are full with scheduled cases. Twenty (20) people have been deported this year.



## **Massachusetts State Police Governor's Warrant Task Force**

The Governor's Warrant Task Force (GWTF) represents a partnership of the Governor's Office with Federal, State, county, and local law enforcement agencies that operates under the supervision of the Massachusetts State Police. This collaborative effort assists law enforcement officers in locating fugitives with outstanding warrants.

**Number of Sites:** 1

### **Goal/Objectives:**

To organize representative teams from collaborating law enforcement agencies to execute warrant sweeps in cities and towns that have a significant number of fugitives.

To monitor and track the results of the sweeps.

To develop and coordinate a standardized warrant registration record.

### **Program Activities:**

In cooperation with Federal, State, county and local law enforcement agencies, the GWTF has implemented an approach to warrant enforcement and provided visible presence in cities and towns throughout the Commonwealth of Massachusetts. A significant number of offenders have been apprehended.

### **Accomplishments/Evaluation Results:**

The GWTF has decreased the backlog of outstanding warrants, and over 1600 fugitives have been arrested and apprehended. To date, the Task Force has tracked and arrested 208 violent fugitives with outstanding warrants. Warrant sweeps have been made in the cities of Worcester (124 arrests of violent fugitives) and Lawrence (84 violent offenders apprehended). In the past, successful warrant sweeps were conducted in Holyoke, Lowell, Lynn, and Springfield.

The Task Force has developed a database that tracks arrests, offenses, and convictions of fugitives. The offenses of these criminals range from rape and armed robbery to narcotics distribution.

## **Massachusetts State Police Support Services Program**

The Support Services Program provides support to local communities to conduct "street level" drug investigations, such as: controlled purchases of narcotics, informant development, and incidental expenses associated with undercover investigations.

**Number of Sites:** 1



**Goals/Objectives:**

To decrease the negative impact “street level” drug dealing has on quality of life.

To expand a uniform, previously tested method of decentralized investigative funding by 15%.

To establish a pilot location for the dissemination of suspect and drug information.

To expand data analysis to include suspect identification, drug content, and drug origination when available.

**Program Activities:**

The program aimed to increase its caseload by 10%. The program encouraged past participants to recruit additional departments for joint efforts. Regional drug and suspect information was disseminated at regional detective meetings.

**Performance Indicators:**

Did the previous year’s caseload of 31 cases expand by 10%? How many new departments were funded?

**Accomplishments/Evaluation Results:**

A total of 37 cases were completed during a reduced ten-month fiscal year. This exceeded the 10% target by 3 cases. At least 10 additional departments and 1 State Police drug unit were funded through the new fiscal year. Analysis of quarterly statistics was provided at the regional detective meetings. The Criminal Information Section of the Massachusetts Police provided targeting information through its own analysis of their data in a pilot survey. They distributed more than 500 reports to local departments on drug activity. Participating departments apprehended a total of 356 suspects. A total of 1,111 grams of cocaine, 122 grams of crack, 559 grams of heroin, 161 ounces of cannabis, 182 units of stimulants, 35 units of hallucinogens, 1 unit of depressants, and 23.6 units of unknown drugs were intercepted. A total of 14 were charged with trafficking, 331 of use, 356 of possession, and 365 of sales.

**Massachusetts State Police****Violent Crime Response Team**

This program trains and develops an investigation team to respond to serious violent crimes with a major emphasis on investigation of unsolved violent crimes. Efforts also enhance the ability of the State Criminal Information Section (CIS) and enable it to respond with the technological resources to support investigations.

**Number of Sites:** 9

**Goals/Objectives 1:**

To establish a multi-disciplinary team to respond to serious violent crimes. This unit assists with complex and protracted active investigations of violent crimes.

To enlarge the investigative unit.

To continue to investigate unsolved violent crimes.

To continue to train investigators in homicide training and computer operations.

To equip the unit with computers and other equipment necessary to conduct investigations.

**Program Activities:**

The Investigative Unit was expanded and was able to investigate additional unsolved violent crimes. All investigators were sent for training, and the unit was fully equipped with computers.

**Performance Indicators:**

What is the composition of the expansion? How many violent crimes were investigated? Were the investigators trained as intended? Was the unit fully equipped with computers?

**Accomplishments/Evaluation Results:**

The unit was fully staffed with one Lieutenant, 3 Sergeants and 2 Troopers. They have reopened 21 unsolved violent crimes, including rape, kidnapping, and murder. Three (3) homicides have been solved with 2 pending Grand Jury indictments. Investigators were trained in all areas and equipped with computers.

**Goals/Objectives 2:**

To enhance the ability of the State Police Criminal Information Section (CIS), to respond with technological resources to conduct the investigations.

To refine the response system and investigative lead software developed during the Task Force and make it available to law enforcement agencies .

To respond with technology to at least 5 incidents of violent crime.

**Program Activities:**

The lead software was refined. Investigators did respond to violent crime with technology.

**Performance/Assessment Indicators:**

How was the software refined and was the technology utilized?

**Accomplishments/Evaluation Results:**

The officers in the Cold Case Unit have been assigned laptops and are available to respond, statewide, to incidents of violent crime. A server has been installed and allows a virtual task force to be created, as needed. Technical training has been provided to investigators and those maintaining the systems.

**Multi-jurisdictional Counter Crime Task Forces**

Multi-jurisdictional Counter Crime Task Forces are intended to promote law enforcement and prosecutorial participation in coordinated multi-jurisdictional investigations between local, state, and federal law enforcement agencies to decrease drugs, gangs, illegal firearms, and organized crime.

**Number of Sites: 26****Goals/Objectives:**

To identify, arrest, and prosecute persons engaged in violent and drug-related crime in a collaborative and cost-effective manner.

To reduce crime including drug and firearm-related homicides, housebreaks, and vandalism in task force areas.

To proactively interdict drug and /or firearms trafficking distribution and manufacturing operations.

To provide specialized training and assistance to police departments relating to drug investigations.

To develop or support information systems intended to properly collect, analyze, and disseminate suspect information to appropriate agencies and to facilitate sharing of that information with law enforcement agencies investigating similar cases or suspects.

To identify, locate, apprehend, and serve offenders wanted on outstanding arrest warrants and to reduce the number of outstanding fugitive and default warrants.

To investigate and identify drug dealers who are illegal aliens and gather evidence to convict and deport them.

To facilitate civil and criminal action against property owners who knowingly allow their property to be used in the manufacture, distribution, or possession of controlled substances and other illegal contraband; and who fail to take action against tenants that do so.



**Program Activities:**

Traditional methods of surveillance, undercover operations, use of informants, reverse stings, and street level “buy and bust” operations were utilized by multi-jurisdictional counter crime task forces in achieving their objectives. Additionally, sophisticated investigations tracing drugs, illegal firearms, related homicides, and other violent crime activity as well as financial investigations to identify, seize, and forfeit assets associated with illegal activity were used. Efforts were made to identify, locate, apprehend, and serve offenders wanted on outstanding arrest warrants; to investigate and identify drug dealers who were illegal aliens; and to facilitate civil and criminal action against property owners who knowingly allowed their property to be used in the manufacture, distribution, or possession of controlled substances and other illegal contraband and failed to take action against tenants that did.

**Performance/Assessment Indicators:**

Was criteria identified for purposes of prioritizing target areas for investigations? Were police departments successful in collecting and analyzing data for comprehensive reporting on arrests, seizures, number of search warrants, category of substance, etc.? Was the information made available for dissemination to relevant law enforcement agencies? Did specialized training occur? How many default warrant arrests were made? How many illegal aliens were identified? How many property owners were notified and/or penalized as a result of tenants involved in illegal activities?

**Accomplishments/Evaluation Results:**

In the first two quarters of their operation, the 26 task forces: seized \$1,116,565 in cash and personal property and 181 weapons (31 handguns), forfeited \$293,670.50 of cash and property, issued and executed 269 search warrants, and made 546 arrests from those search warrants. The task forces were responsible for 1,392 arrests for possession of a controlled substance, 580 arrests for possession of a controlled substance with the intent to distribute, 216 arrests for the distribution of a controlled substance, and 252 arrests for trafficking a controlled substance. For the two quarters reported, the drug arrests were broken down by substance type and resulted in 673 arrests for cocaine, 168 arrests for crack, 384 arrests for heroin, and 1,093 arrests for marijuana. There were 25,343 grams of cocaine, 3,037 grams of crack, 1,618 grams of measured heroin and 4,933 bags (each bag measures between .01-.02 grams) of unmeasured heroin, and 50,192 grams of marijuana seized.

**Northwestern District Attorney’s Office  
Triad Program**

Triad is a community partnership between senior citizens and law enforcement agencies aimed at reducing the criminal victimization of elders, at increasing public awareness of elder safety issues, and at enhancing the delivery of law enforcement services to senior citizens.

**Number of Sites: 33**

**Goals/Objectives 1:**

To alleviate seniors' fear of crime, to increase their personal safety, and to build confidence in their ability to reduce vulnerability to victimization.

**Program Activities:**

Trainings in leadership skills, crime prevention, and volunteer utilization were held for SALT Councils chairs and members. SALT Councils were provided assistance with developing creative and realistic crime prevention and safety activities for seniors. Three publications were compiled and distributed to help the SALT Councils implement effective programs.

**Performance/Assessment Indicators:**

What trainings were held? How many elders participated? What assistance was provided to SALT Councils in developing programs? What materials were distributed to assist the SALT Councils? What activities were held to encourage networking?

**Accomplishments/Evaluation Results:**

The Triad Coordinator attended an average of 17 local SALT Council meetings per month. The *Triad Tool Box* mini-conference instructed approximately 135 SALT Council members about resources available to carry out effective community crime prevention programs. A training on home visitation issues was attended by 25 members. *Triad Topics*, a listing of more than 60 possible topics for educational seminars, was compiled and distributed to all SALT Councils. At the 5<sup>th</sup> Annual Triad Picnic, approximately 150 elders, law enforcement officers, and service providers participated in safety and rescue demonstrations led by local fire departments. *Resources for Senior Safety*, *Triad Toolbox: A Directory of Resources to Support SALT Councils*, and *Triad Intergenerational Program Ideas* were distributed to SALT Councils.

**Goals/Objectives 2:**

To enhance the delivery of law enforcement and protective services to elders.

To reduce criminal activity which targets elder citizens.

**Program Activities:**

Technical assistance and information regarding SALT Councils were disseminated upon request. Presentations were made regarding the Triad model at the local, state and national level. Resource liaisons from regional and national organizations were maintained. Community education programs on a variety of safety and crime prevention topics were coordinated and conducted. SALT Councils received assistance scheduling speakers for local educational workshops.

**Performance/Assessment Indicators:**

What communities in Massachusetts and elsewhere were provided information and technical assistance? Where were the presentations held? What organizations were involved in liaison efforts? What community education programs were held? What topics were covered? How many seniors participated?



### **Accomplishments/Evaluation Results:**

The Triad Coordinator provided technical assistance to the following Massachusetts communities: New Salem, Scituate, Southbridge, Bristol County, Norfolk County, and the Cape and Islands district. Information was provided to law enforcement agencies in Louisiana, New Jersey, Maine, and Hawaii. Major presentations included a panel on Triad at the National District Attorneys Association annual conference in Norfolk, Virginia, attended by 30 people, and workshops on rural Triads and evaluation at the National Sheriff's Association Annual Triad Conference in Louisville, Kentucky, attended by 80 people. Regular ongoing contact was maintained with the American Association of Retired Persons (AARP), the National Sheriff's Association (NSA), the Office of the Attorney General, and the Executive Office of Elder Affairs. The Franklin Triad *911 Task Force* educated seniors and the disabled about the 911 emergency telephone system. *Shark Alert* was created to notify senior centers, law enforcement, and media about recurrent local scams. Over 300 seniors attended workshops arranged by the Triad Coordinator, on topics including: elder abuse, consumer protection, court process, and victim-witness services. In addition, over 600 attended workshops on topics including: funeral pre-planning, fire safety, wills/estate planning, ambulance service, citizen police academies, and legal issues facing elders.

### **Department of Youth Services**

#### **Mo Vaughn Youth Development Project**

The Mo Vaughn Youth Development Program (MVYDP) is a unique, community-based organization that promotes the positive development of selected inner-city youth through a structured, disciplined approach to the education of the whole person during after-school hours.

#### **Number of Sites: 1**

#### **Goals/Objectives 1:**

To work within the community to implement a comprehensive after-school program which aids in developing inner-city youth.

To serve 25-35 students.

To increase school performance in the areas of skills mastering, attendance, motivation, and behavior.

To improve self-esteem, critical thinking and overall personal development.

#### **Program Activities:**

The MVYDP performed outreach and assessment on prospective youth. Every youth had a 60-day probation. After the probation period, an assessment was made. Client files were developed. Baseline data was collected to monitor individual progress. School visitations were made. Counseling sessions were held for youth. Surveys and written



progress reports were completed. The program was implemented with components including: education, tutoring, cultural enrichment, counseling, job training, community service, and field trips. Assessments of the program were conducted and changes in the program components were implemented.

**Performance/Assessment Indicators:**

How many youth were interviewed for the program? How many youth were accepted into the program? How many youth were discharged? How many youth received services? How many youth are currently in the program? What was the rate of attendance? Has school participation increased? Was the data collection effective? Have students' academic performances changed? Have any positive or negative changes been noted?

**Accomplishments/Evaluation Results:**

A total of 19 new youth were interviewed for the program for possible participation. Out of those new youth, 13 youth were accepted into the program and 14 youth were discharged. Eight (8) youth completed the 60-day probation. A total of 56 youth received some kind of service. Nineteen (19) youth are scheduled to continue in the fall. Average daily attendance was 85%. Fifteen (15) schools participated, 10 high schools and 5 middle schools. With the creation of the client database, trends for needed services were identified. A shift from social development to academic development was implemented due to assessment results. Of the 56 youth serviced, 70% of the youth improved academically. Fifteen percent (15%) of youth academics regressed academically. All 56 were promoted to the next grade. Only 3 youth were required to go to summer school. Four students made the honor roll. Only 1 student did not meet Boston Public School attendance requirements. Seven (7) students who participated in job training garnered paid internship positions. Results from the parent and student surveys indicated increases in self-esteem and motivation. Parents indicated positive behavior changes at home. Four (4) colleges and universities have entered into a partnership with the MVYDP to provide interns, tutors and facilitators.

**Department of Youth Services**

**Roxbury Youthworks, Inc. (RYI) – The Enhanced Outreach Project**

The Enhanced Outreach Project aims to improve the success rates of youth returning to the community from secured treatment through after school, early evening programming and increased parental involvement.

**Number of Sites: 1**

**Goals/Objectives:**

To reduce the level of juvenile delinquency through successful transition of adjudicated youth from secured residential treatment back into their community.

To implement activities, which establish trust, build relationships, and foster affinity between youth and staff.

To conduct outreach to parents, identify family needs, and integrate services to youth with family services.

**Program Activities:**

An eight-week, sheltered work experience provided life skills and job skills training in preparation for private sector employment. Weekly sessions were held with unit heads and clinical social workers. The counselor advocate made contact with home, school and community centers. Curfew checks were performed on an as needed basis. Psycho-educational seminars were held. A minimum of 20 youth were under intense supervision daily. Recreational fieldtrips included: bowling, Omni Theater, Museum of Science, Riverside Park, and Symphony Hall. Youth and their parents participated in a variety of community service projects.

**Performance Indicators:**

How many youth were employed? How many weekly seminars and workshops were presented? How many students were placed in school and work? How many youth participated in the substance abuse program? How many youth participated in the basketball program?

**Accomplishments/Evaluation Results:**

A total of 17 youth were employed as a work crew - 3 were placed at John Hancock, 3 were employed as life guards, 6 worked with a computer project, and 1 was placed as an intern at Putnam Investments. One hundred percent of the youth were placed in schools. Thirty-two youth enrolled in the RYI GED program. A total of 5 youth received their GED. Two went on to higher education and eleven were employed. The maximum 1:7 staff to youth ratio was maintained. HIV/AIDS curricula, along with anger management and conflict resolution were presented in eight-week terms. Over 200 youth participated in the substance abuse program. Four six-week substance abuse program sessions were held. Over 50% of the youth in intensive supervision had positive termination. Over 200 youth participated in the basketball league. Over 10 youth and their parents washed cars in the Annual Free Car Wash. Fifteen youth participated in Ride for Kids.

**Yarmouth Police Department  
Community Policing Command Post**

The purpose of this program is to provide a Community Policing Commander Post Mobile police station for the citizens of Yarmouth. This mobile commander post will act as a catalyst for a variety of Community Policing events that are initiated by the Yarmouth Police Department.

**Number of Sites: 1**



**Goals/Objectives 1:**

To purchase a vehicle that will be appropriately equipped for the police department to use as a Community Policing Commander Post.

**Program Activities:**

The City of Yarmouth has successfully bid and purchased a 28-foot mobile commander vehicle.

**Performance/Assessment Indicators:**

Has the Community Policing commander Post Vehicle been in use?

**Accomplishments/Evaluation Results:**

The Yarmouth Police Department has ordered the vehicle, and the anticipated delivery date is October 21, 1998. The interior of the vehicle will be custom built to the specifications of the Yarmouth Police Department's request.

**Methuen Police Department****Methuen Public Safety Patrol Program**

The Methuen Public Safety Patrol Program is conducted in collaboration with the Methuen Police and Fire Departments. The purpose of the program is to enhance public safety initiatives on the Merrimack River, educate citizens on boating safety, and produce a cleaner and healthier river environment.

**Number of Sites: 1****Goals/Objectives 1:**

To train both fire and police personnel on first aid training and laws and regulations in boating safety.

**Program Activities:**

The police and fire departments worked together, and sent their personnel to proper training classes.

**Performance/Assessment Indicators:**

Were police and fire personnel trained in life saving and boat safety initiatives?

**Accomplishments/Evaluation Results:**

Forty-two (42) police and fire personnel have been trained in boat safety classes taught by the U.S. Coast Guard, and all have passed the life saving course.

**Goals/Objectives 2:**

To increase river patrols during the summer months.

**Program Activities:**

Increased police patrols were implemented on the river during the early morning and evening hours.

**Performance/Assessment Indicators:**

Was there an increase in river patrols during the tourist season?

**Accomplishments/Evaluation Results:**

River patrols were increased during the tourist season, and officer personnel performed breathalyzers to those suspected of driving a boat under the influence.

**Goals/Objectives 3:**

To pursue requests to investigate theft and vandalism incidences that occur in the marina.

To implement a partnership with the Environmental Protection Agency to protect wild life habitat, and improve quality of the water.

To attend neighborhood meetings and develop a Crime Watch Neighborhood.

**Program Activities:**

Police officers and fire personnel held neighborhood meetings with river residents, and a Neighborhood Crime Watch was established.

**Performance/Assessment Indicators:**

Did officer personnel meet with river residents? Has a partnership with the Environmental Protection Agency been achieved and has it been productive?

**Accomplishments Evaluation Results:**

Neighborhood Crime Watch groups were established with river residents, and the implementation of the program has resulted with increased incident reporting. The Environmental Protection Agency has been working with the program. This team effort has aided in cleaner water and shore conditions.

**Methuen Police Department****The Emotional Support for Citizens in Crisis**

This project provides services to traumatized citizens through community outreach and a “first responder” technique.

**Number of Sites:** 1

**Goals/Objectives 1:**

To provide emotional and practical support to all victims of traumatic events.



To recruit and train citizen volunteers to provide on the scene support to victims of emotionally traumatic events.

To schedule, dispatch, and supervise citizen volunteers when requested by emergency first responders.

**Program Activities:**

The project recruited and trained 20-25 volunteers. Sixty (60) hours of structured class time was spent on training. A schedule was established for volunteer participation.

**Performance/Assessment Indicators:**

Were volunteers recruited on an on-going basis? Did the volunteers complete the necessary training? Did they donate the 3, 4, or 12 hours, on-call shifts per month?

**Accomplishments/Evaluation Results:**

Numerous volunteers have been recruited, secured, and background checks completed. All volunteers currently working for the parent agency, The Trauma Intervention Program (TIP), have successfully completed the training course. All volunteers have established schedules that commit them to 3, 4, or 12 hour shifts per month. Every citizen assisted by the program is sent a short form to assess the volunteer's efforts. This information is maintained at the TIP headquarters. The information is shared at monthly Team Building meetings.

**Goals/Objectives 2:**

To form liaisons between TIP and existing community agencies in order to facilitate referrals for on-going care for victims even after the initial program services are delivered.

To facilitate utilization of already existing community support groups to assist with long-term victim's issues.

**Program Activities:**

To establish relationships with existing agencies that provide follow-up care for victims.

**Performance/Assessment Indicators:**

There are a number of agencies that are equipped to provide on-going care to victims.

**Accomplishments/Evaluation Results:**

TIP has already met and discussed the on-going care for victims with all relevant agencies and formal partnerships are being formed.

An informal evaluation is being conducted with regard to the relationship between agencies and TIP and progress will be determined during the next fiscal year.

**Goals/Objectives 3:**

To reduce job stress of emergency first responders.

To increase the utilization of TIP services by police, fire, and other agencies.

**Program Activities:**

Relationships were formed with the police and fire departments to encourage the calling of program staff in time of crisis. Relationships were also formed with major hospitals that service the Merrimack Valley.

**Performance/Assessment Indicators:**

Did police officers and fire fighters develop good working relationships with program staff and volunteers? Have hospitals established positive relationships with program staff and volunteers?

**Accomplishments/Evaluation Results:**

Relationships with the police and fire departments have been established as well as the relationships with the surrounding hospitals.

Volunteer performance evaluations are sent to the first responders after every call. Responses are shared with the volunteer and monthly Team Building meetings.

**Hampden County District Attorney's Office  
Gang Task Force**

The Gang Task Force focuses on gang violence prevention and reduction through education, diversion, enforcement, and prosecution.

**Number of Sites: 1**

**Goals/Objectives 1:**

To address the importance of achievement, job opportunity, self-esteem, career awareness, and leadership to community youth.

To assist and guide youth in developing skills.

To screen juvenile offenders in an effort to divert them into programs.

**Program Activities:**

Assistant District Attorneys (ADAs) were assigned to area schools to implement workshops. Staff attorneys attended community-based councils. Contracts were drafted with clients outlining specific terms and conditions. All contracts documented whether clients were in compliance or not. A report was established that sorted clients by district.

**Performance/Assessment Indicators:**

What did the ADAs discuss? How many community meetings did the ADAs attend and what issues were discussed? How many clients were referred weekly? What was the



client success rate? What was the recidivism rate? From what communities did the clients originate?

**Accomplishments/Evaluation Results:**

The ADAs visited schools and discussed the importance of school mediation and career advancement. ADAs spoke at over 40 meetings concerning issues of safety, leadership, and victim rights. An average of seven (7) clients was referred each week. The success rate for clients was approximately 90%. Recidivism was approximately 10%. The majority of clients (80%) were from Springfield, with the remaining 20% from surrounding areas.

**Goals/Objectives 2:**

To strengthen Task Force law enforcement activities as well as swift prosecution of cases to control gang activity.

**Program Activities:**

An intake unit was formed to screen all cases. A separate database was created to track court activity of all gang cases. The task force has also developed a tracking system to identify individual gang members and their activities.

**Performance/Assessment Indicators:**

How many defendants were identified as gang members? What courts have access to the database? Who has access to the tracking system?

**Accomplishments/Evaluation Results:**

The intake unit has established a ledger identifying over 2,000 gang members. The Superior Court and five District Courts have access to the separate database to track case flow. State Police officials and task force units have created and have access to a Lotus Notes identification system.

**Office of the Chief Medical Examiner  
Integrated Trace Evidence Analysis Project**

The Office of the Chief Medical Examiner (OCME) is charged with determining the cause and manner of death in areas including, but not limited to, suicide, motor vehicle accident, poison or use of drugs and/or alcohol, and any person found dead. This project aims to enhance trace evidence analysis techniques when determining cause of death.

**Number of Sites: 1**

**Goals/Objectives 1:**

To develop methods to document pattern injuries (microtrauma).

To develop methodologies using polarized light photography (PLP) to enhance visualization of injury.

To develop uses of diffuse reflectance spectroscopy (DRS) to identify skin chromophores at the injured site.

**Program Activities:**

A PLP capable camera was developed in conjunction with Canfield Scientific, Inc. and purchased. Enhanced visualization of autopsy findings using PLP photography was used.

**Performance/Assessment Indicators:**

Have the parameters been established to obtain useful PLP photographs of injuries? How many full-time fellows were trained in use of the instrument?

**Accomplishments/Evaluation Results:**

A systematic method was developed using fixed f/stops and framing to acquire reproducible photographs. Strippling from gunshot wounds and bruising were more visible using PLP than flash photography. Two (2) full-time fellows were trained in the use of the PLP.

**Goals/Objectives 2:**

To develop keratinocyte viability assays to measure time of death.

**Program Activities:**

Viable assays were developed and tested in vitro on porcine skin as well as human skin.

**Performance/Assessment Indicators:**

What happens to viability over the first 24 hours?

**Accomplishments/Evaluation Results:**

Skin viability decreased monotonically as a function of time of death for a period of 24 hours.

**Goals/Objectives 3:**

To develop methods to detect bodily fluids, such as saliva, on skin.

**Program Activities:**

A FluoroMax-2 spectrofluorometer was purchased from Instruments SA. One full-time technician was trained to operate the instrument.

**Performance/Assessment Indicators:**

Was a protocol developed to obtain saliva from skin? Is saliva detectable?



**Accomplishments/Evaluation Results:**

Swabbing the areas with a Q-tip moistened with 0.1 N KCl removes a measurable amount of saliva from the skin. Two emission bands at 350 and 420 nm have been identified using 280 nm excitation. The ratio of the fluorescence from a saliva site to a control site is 1.7 for 38 subjects measured.

**Goals/Objectives 3:**

To detect Gunshot Residue (GSR) on various materials.

**Program Activities:**

A simple, fast test for GSR was developed. The applicability was tested on various materials.

**Performance/Assessment Indicators:**

Does the test give a unique signature for GSR? Will the test work for gunshot residue found on various materials?

**Accomplishments/Evaluation Results:**

A room temperature test was developed that gives a unique fluorescence excitation spectrum (maximum at 282 nm) for gunshot residue within 30 minutes. The same spectrum of  $PbCl_2$  was found for GSR taken from wood, cloth, cartridges, and hands.

**Department of Public Safety  
State-Wide Anti-Fraud Initiative**

One of the primary missions of the Massachusetts Department of Public Safety - Bureau of Special Investigations (DPS/BSI) is to identify and detect fraud cases. The goal of this program is to establish a statewide computerized Management Information System that will link information from various agencies to the main server. This wide area network will provide investigative personnel with the tools and resources to identify and detect fraud cases in a swift and timely manner.

**Number of Sites: 1****Goals/Objectives 1:**

To install and implement a Network Operating System.

To provide computers to field managers and select software.

To review and examine aging cases.

**Program Activities:**

A statewide-computerized Management Information System was developed and implemented. As a result of this comprehensive and integrated management information

system, DPS/BSI personnel have the ability to accurately capture, analyze, and disseminate reliable fraud information. Investigators reviewed fraud cases for closure purposes.

**Performance/Assessment Indicators:**

Was the Network Operating System Implemented? Were computers delivered to field managers? Were fraud cases monitored?

**Accomplishments/Evaluation Results:**

Based upon the recommendations of the Technology Committee, DPS/BSI have implemented a statewide-computerized Management Information System. Compatible computers were provided to field investigators. A significant number were reviewed and case closures were accomplished.

**Goals/Objectives 2:**

To integrate the Department of Public Safety's database with other computer networks for fraud case assignment purposes.

To electronically transfer fraud data information from the Department of Transitional Assistance to the DPS/BSI main server.

**Program Activities:**

Examined and re-wrote the computer program elements, and analyzed the electronic information that was being collected from other agencies.

**Performance/Assessment Indicators:**

Has data information been electronically transferred to the Department of Public Safety's main server?

**Accomplishments/Evaluation Results:**

The Department of Public Safety can now receive and query information from the Department of Transitional Assistance. Relevant information is provided to the Fraud Investigators regarding income eligibility and dates of public assistance.

**Goals/Objectives 3:**

To expand the computer network capabilities.

To provide computer training for Fraud Investigators.

**Program Activities:**

Established technical training programs for Fraud Investigators.

**Performance/Assessment Indicators:**

Where technical training classes scheduled?



**Accomplishments/Evaluation Results:**

Technical training classes were provided to Fraud Investigators at a new state training facility.

**Lowell Police Department  
Management Leadership Institute**

The purpose of the Management Leadership Institute Program is to develop a variety of Both mid- and senior-level professional development courses specifically adapted to those in the law enforcement field. The two-week law enforcement curriculum offered has a variety of classes geared toward the Community Policing philosophy. Upon course completion, the program's participants may register for three graduate credits at the University of Massachusetts in Lowell.

**Number of Sites: 1****Goals/Objectives 1:**

To conduct an assessment survey to determine appropriate subject matters that would be of service to law enforcement personnel.

To provide information to law enforcement agencies on Community Policing philosophy and initiatives, and assist them in challenging their traditional reactive policing strategy.

To provide Community Policing training to law enforcement managers.

**Program Activities:**

An Advisory Committee was established which researched various innovative law enforcement curriculums. Surveys were sent to law enforcement personnel and the curriculum was tailored to meet the identified needs. An Advisory Board was established, and instructors were hired. These instructors will teach the new curriculum to law enforcement managers in the region.

**Performance/Assessment Indicators:**

Has the Advisory Board convened? Have instructors been hired? Has a curriculum been developed, and has it been incorporated into state and regional law enforcement trainings?

**Accomplishments/Evaluation Results:**

Members of the Advisory Board have been selected, and members are active participants in the Regional Community Policing Institute of New England, which convenes in Boston, Massachusetts. Monthly meetings have been held, and they are currently searching for qualified instructors who will teach mid- and senior-level law enforcement officers Community Policing initiatives and other innovative police strategies.

**Goals/Objectives 2:**

To continue to access and refine professional development training for law enforcement managers.

**Program Activities:**

Continued research has been conducted regarding innovative curriculum.

**Performance/Assessment Indicators:**

Has the curriculum been developed and offered to law enforcement agencies? \_

**Accomplishments/Evaluation Results:**

The curriculum is in the process of being developed, and will be offered to law enforcement agencies in the near future.

**Executive Office of Public Safety****Massachusetts Police Accreditation Commission:**

The Massachusetts Police Accreditation Commission provides law enforcement agencies with a standard method to deliver proficient police services to the citizens in their communities. The police departments who achieve Accreditation must meet these standards by examining their normal modes of operation, and develop standard policies and procedures that meet the Massachusetts Police Accreditation Program's criteria.

**Number of Sites: 1****Goals/Objectives 1:**

To enhance the delivery of law enforcement services throughout the Commonwealth and promote standards of professional excellence.

To establish a Police Accreditation Commission.

To draft an Executive Order establishing an Accreditation Commission.

**Program Activities:**

This program provides law enforcement agencies with a method to evaluate and improve their department's overall performance. Accreditation assures the community that its law enforcement agency is operating under recognized standards. A nine-member Accreditation commission was formed. Program staff members that will administer the Program will be hired.

**Performance/Assessment Indicators:**

Has an Executive Order been drafted and approved? Has an Accreditation and Standards Committee been established? Have staff members been hired?



**Accomplishments/Evaluation Results:**

Executive Order No. 392, which established an Accreditation commission, was executed on October 17, 1996. An Accreditation and Standards Committee has been established. The Secretary of Public Safety has selected nine members to serve on the Committee. On January 9, 1998, the commission formed a Recruitment Committee, and an Executive Director, Program Specialist, and Field Operations Director have been hired. Program staff members administer the Program and responsibilities include: training, administrative support, and field services to police departments applicants.

**Goals/Objectives 2:**

To establish policies and procedures for the accreditation process.

To formulate an affordable payment scale for participating law enforcement agencies.

**Program Activities:**

The Accreditation Commission established an account to accept application fees from participating agencies, and written policies and procedures have been implemented.

**Performance/Assessment Indicators:**

Has an affordable payment scale been developed? Has an Accreditation Request for Response application been developed? Have fees been collected.

**Accomplishment/Evaluation Results:**

A trust account entitled the Massachusetts Police Accreditation Commission Expendable Trust was established and fees have been collected from participating law enforcement agencies. A fee schedule based on agency size was implemented, and two payment options were available. Forty (40) law enforcement agencies have applied for accreditation in Federal Fiscal Year 1998. Accreditation applications were distributed to law enforcement agencies across the Commonwealth of Massachusetts. An Accreditation Manual containing program policies and procedures has been established.

**Goals /Objectives 3:**

To form a committee that develops police standards for the statewide accreditation process.

To review and evaluate the standards and policies of the Commission on the Accreditation for Law Enforcement Agencies (CALEA), and tailor them to meet the needs of the Massachusetts law enforcement agencies.

**Program Activities:**

The Standards Committee was formed, and CALEA's standards were reviewed and evaluated. The development and publication of accreditation policies and procedures was completed.



**Performance/Assessment Indicators:**

Was a Standard Committee formed? Did the Commission evaluate CALEA's policies and procedures? Were guidelines developed?

**Accomplishments/Evaluation Results:**

A Standard Committee was formed and regular meetings were held. Committee members concluded that CALEA's policies and procedures should be used as a framework for the state's standard for Police Accreditation. A chart entitled Standards Manual Insert was created identifying CALEA's standards and the proposed compliance level designated for state accreditation. A copy of the CALEA's Standards Manual and the Standards Manual Inserts were presented to the Commission for their review. The Commission approved the standards that were presented. The Commission made a policy decision requiring mandatory standards are to be met by all law enforcement agencies.

**Goals /Objectives 4:**

To design and maintain a program that recruits, selects, trains, and certifies Assessors in order to conduct agency on-site assessments.

**Program Activities:**

Program staff has recruited individuals to serve as Assessors. Assessors will conduct assessments of Program participants, and assessment findings will be reported to the Commission.

**Performance/Assessment Indicators:**

Have Assessors been hired?

**Accomplishments/Evaluation Results:**

The Committee has produced a newsletter (*Accreditation News Flash*) and the job requirements for the Assessors job was advertised. The Commission has recruited police professionals to serve as Assessors. Qualified candidates were notified of Assessor training and certification courses that should be attended. Two pilot training programs were conducted.

**Goals /Objectives 5:**

To encourage law enforcement agencies to achieve Certification of Accreditation.

**Program Activities:**

The program was well promoted, and program staff members attended various police association meetings providing information about the Accreditation application process.

**Performance/Assessment Indicators:**

How did the Accreditation Committee promote the Program?

**Accomplishments/Evaluation Results:**

A pamphlet entitled Program Overview was distributed to Massachusetts's law enforcement agencies informing them of the Accreditation Program. In addition, public awareness campaigns targeted local police departments and municipal offices.

**Goals /Objectives 6:**

To examine and identify innovative police program initiatives.

**Program Activities:**

Assessors will record and acknowledge innovative law enforcement agency programs.

**Performance/Assessment Indicators:**

Have any law enforcement agencies been acknowledged for their innovative law enforcement programs?

**Accomplishments/Evaluation Results:**

To date, assessments have not been conducted, therefore, no exemplary programs have been identified.

**Massachusetts State Police****Behavioral Science Unit Development**

The development of a trained and educated Behavioral Science Unit allows the State Police to provide a wide variety of unique services to criminal investigators. This training and education is accomplished through attendance in specialized courses and enrollment in the graduate program of Forensic Psychology. Additionally, cases are being accepted for assessments, interview techniques, and threat assessments.

**Number of Sites:** 1

**Goals/Objectives 1:**

To establish partnerships necessary to apply skills and research to investigations involving behavior related pathology.

To hire a consultant in the field of psychology/psychiatry to assist unit personnel in identifying appropriate fields of study and training courses that should be undertaken, and to cultivate contacts in applicable fields to assist in unit development.

To establish partnerships with local and state law enforcement agencies to develop a network of investigators.

To develop training courses for law enforcement to introduce the behavioral aspects found in criminal acts.

**Program Activities:**

A consultant was hired to assist in the Unit. Advisory Board meetings were organized to garner advice in their respective fields. The consultant attended training courses in various disciplines. Training courses for local and state law enforcement were conducted.

**Performance/Assessment Indicators:**

Was a consultant hired and has she met contractual obligations? Were Board meetings held and was the outcome productive? What courses did the consultant attend and did she successfully complete them? What training was offered for law enforcement personnel, who attended, and what feedback was given?

**Accomplishments/Evaluation Results:**

Dr. Laurie Raymond was hired and fulfilled the terms of the contract. The Board meetings were successful and helpful advice was given. Dr. Raymond completed three courses; Basic Forensic Pathology - 40 hours, Scientific Content Analysis - 40 hours, and Forensic Hypnosis - 16 hours. Seventy (70) local and state officers were trained in Criminal Investigative Analysis.

**Goals/Objectives 2:**

To increase the knowledge and professional standing of the Behavioral Science Unit personnel by earning academic credentials in Forensic Psychology.

To forge a partnership with an accredited college or university and develop a graduate program in Forensic Psychology.

To be admitted into the graduate program and successfully complete the same.

To further develop this partnership into a foundation for future research of criminals and their victims.

**Program Activities:**

A Request for Response was developed for universities and colleges to create a graduated program in Forensic Psychology. Selected responses from universities were evaluated. Unit personnel were enrolled in the Forensic Psychology degree program, and the research component was developed.

**Performance/Assessment Indicators:**

Has the proposal been completed and sent out to bid? Were responses received and evaluated? Were Unit personnel accepted in the program? Are university personnel interested in joint research? Will resources be committed?

**Accomplishments/Evaluation Results:**

The Request for Response was completed and sent out to bid. Two (2) responses were received and evaluated. The University of Massachusetts - Boston was selected to create the graduate program. Unit personnel were accepted and began the program. Personnel



have developed a request for funding for research commitment and further resources for the project.

### **Massport Authority**

#### **Logan Airport Security Enhancement Review (L.A.S.E.R.)**

L.A.S.E.R. was designed to evaluate and test the security measures at Logan Airport, to implement new security measures, and to raise the baseline level of security for the future.

**Number of Sites:** 1

#### **Goals/Objectives 1:**

To raise the level of security awareness for all airport employees by involving the airport community in specific L.A.S.E.R. initiatives.

To create a Crime Tip Hot Line.

To establish an airport employee incentive program.

To develop and implement a consortia of the airport community.

#### **Program Activities:**

Crime Hot Line information and comment boxes were placed at security checkpoints. The Annual Public Safety Award program was implemented. Formation of the Airport consortia examined specific areas of security.

#### **Performance/Assessment Indicators:**

Were all checkpoints equipped with security information and comment? What type of award was developed and what were the results of the Public Safety Award Program? Were consortia groups established?

#### **Accomplishments/Evaluation Results:**

Hot Line display was placed at each Checkpoint. A total of 17 displays were placed. There were 19 Public Safety Recognition Awards for people who performed safety and security measures. Five (5) specific consortia committees were established and met each month and produced monthly minutes.

#### **Goal/Objectives 2:**

To increase police visibility.

To dispatch teams of uniformed State Police Officers and K-9 teams for regular patrols through each terminal.

To dispatch undercover State Police L.A.S.E.R. teams to test the effectiveness of security systems.

**Program Activities:**

Community policing techniques were developed and implemented at all terminals. Undercover team tested physical security of the airport.

**Performance/Assessment Indicators:**

Five (5) terminals have specific officers assigned each day. Monthly activity reports of L.A.S.E.R. teams indicate that aggressive security testing increased community awareness.

**Goals/Objectives 3:**

To raise the current level of technology in bomb detection and disposal to state-of-the-art capabilities.

To obtain state-of-the-art bomb detection equipment to complement the K-9 teams.

To obtain a new bomb containment unit designed for airport application.

**Project Activities:**

X-ray and communication equipment in addition to a bomb containment vessel were purchased. Bomb Awareness classes for airport personnel were scheduled.

**Accomplishments/Evaluation Results:**

Massport has purchased 5 pieces of equipment representing new technologies and additions to existing inventory. The delivery and testing of the bomb containment vessel is complete and training was delivered to those intended. Over 100 representatives from the various airlines and services attended the Bomb Awareness classes. Classes were presented by the State Police Explosive/Ordinance Division. Evaluations were given after each class and revealed overwhelming support of this program.

**Norfolk County District Attorney  
Repeat Felon Escalating Sentence Project**

This program identifies repeat felons and prosecutes their cases within a shorter period of time with longer committed sentences sought.

**Number of Sites: 1**

**Goals/Objectives:**

To prosecute repeat felons in a speedy, systematic manner in which the maximum sentence to incarcerate is requested.

**Program Activities:**

Timetables were issued to the Assistant District Attorneys (ADAs) with the ideal time for completion of each major stage of the case. ADAs requested the maximum sentence available for incidences where the defendant was currently serving a prior sentence, less focus was placed on timelines, as they were precluded from committing further crimes. ADAs also tried to persuade the defendants to plead guilty with the appropriate sentencing.

**Performance/Assessment Indicators:**

How many cases were completed? What were the results of sentencing? Are the ADAs complying with the timetables? Were the ADAs able to plea out cases? What factors impede case progression?

**Accomplishments/Evaluation Results:**

A total of 213 cases were completed. Of those, 137 felons were sentenced to state time, 62 were sentenced to House of Corrections time and 14 were sentenced to other combined sentences. A large majority of these criminals have received state prison time where they wouldn't have without this program. Of the 213 cases completed, 61 were completed in 4 months or less, 47 were completed between 4 and 6 months and 105 were completed in 6 months or more. Of the 48 cases currently pending: 7 are on schedule, 8 have been open for 4-6 months and 33 are open for 6 months and longer. Of the 213 concluded cases, 179 were guilty pleas, 30 were not guilty at trial and 4 were *nol prossed*. Completion of cases within four months has dropped considerably this year due to the change over of ADAs this year. Three major reasons were found that impede speedy case termination: constant court congestion, unnecessary defense delay, and the change over of ADAs.

**Massachusetts Trial Court  
Drug Diversion Court**

The Drug Diversion Court provides an active, responsive, judicially supervised treatment intervention for addicted non-violent offenders, thus, increasing successful recovery from alcohol and other drug addictions and reducing recidivism of criminal behavior.

**Number of Sites:** 1

**Goals/Objectives:**

To divert the sentence of non-violent substance abusing and dependent offenders into a recovery process.

To develop and implement a comprehensive treatment program that reduces substance use/abuse and the incidents of relapse and criminal behavior.



**Program Activities:**

Partnerships and collaborations were developed that were necessary to plan, implement, evaluate, and secure long-term operation of the Drug Diversion Court. Contracts were made with Dimock Community Center, Boston Police, and the Private Industries Council (for a career specialist). Court, Probation, and treatment personnel met weekly to discuss issues relevant to effective operations. Northeastern University's Center for Criminal Justice Policy research has agreed to conduct a process evaluation and outcome study with recommendations. Management attended 2 national conferences. Treatment staff received training and supervision from the Dimock Community Health Center. The judge performed weekly judicial reviews for each client. Relapse prevention groups were facilitated on-site and at Dimock Community Health Center. The Probation department ran regular CORI checks on all program participants and maintained contact with all probationers at least once a week. At the early stages of the program, the probation officer could see clients daily. Clients were required to attend all treatment sessions and meetings. All absences had to be accounted for.

**Performance Indicators:**

How many clients were served weekly? Did the court have clear testing policy with appropriate responses? How many individuals graduated the program in 1998? How many clients participated in a 12-step program? How often did a client have their sentence imposed? How many sentences were revised or revoked?

**Accomplishments/Evaluation Results:**

The program averages 60 clients per week. During fiscal year 1998, the program held weekly court reviews during 49 weeks. The clinical team conducted random drug tests 1 to 3 times a week and had a goal of responding to positive results within 24 hours. There are written relapse policies and procedures. The program graduated 21 clients during fiscal year 1998. Program retention was 71%. Ninety percent of clients participated in a 12-step program outside of counseling. To date, the court has sentenced 44 of 198 participants to periods of incarceration. A total of 17 of 44 sentences were revised or revoked.

**Hampden County Correctional Center  
The Criminal Justice Collaborative**

The Criminal Justice Collaborative (CJC) offers substance abuse treatment for non-violent defendants primarily charged with possession of narcotics. The treatment is offered from arraignment date through disposition and sentencing as a means of diversion and as alternative sentencing. This interagency collaboration is made up of the criminal justice system, including the District Attorney's Office, the Hampden County Correctional Center, the Courts, Probation, substance abuse treatment agencies, and other social service agencies.

**Number of Sites: 1**

**Goals/Objectives:**

To provide individualized diagnostic and assessment services to the Springfield District Court capable of establishing risk and rehabilitation for the non-violent, substance abusing offender population.

**Program Activities:**

An assessment team was established in the Springfield District Court. Eligibility criteria for the program was developed and disseminated to key court personnel. The program provided opportunities for non-violent offenders to be moved into intermediate sanction options that provided for treatment. Monthly meetings were held to discuss the program. Initial and on-going training for key personnel were held. Tours were conducted for both local legislators and criminal justice officials. The staff presented at a judges conference and the Annual Conference of the Corrections Association of Massachusetts.

**Performance/Assessment Indicators:**

Was Program the criteria developed? Who attends the monthly meetings? What agencies were involved with the trainings? How many clients were served?

**Accomplishments/Evaluation Results:**

A handbook was developed and disseminated to all court personnel. Revisions have been made. Monthly meetings were held with Probation, Jail and District Attorney's Office staff attending. Training sessions occur on an ongoing basis for probation, the District Attorney's Office, and community corrections program staff. There were 111 clients that entered the program. A total of 43 clients were served in the non-incarcerative level. There were 10 clients who participated while incarcerated. A total of 58 clients were served during pre-trial. Clients had the option to complete the program on the less restrictive level. Legislators were provided with tours of the program. This year the legislature passed \$3.5 million dollars for pilot intermediate sanction projects. The CJC expects to receive funding for ongoing support of this project. Staff from the Office of Community Correction toured the program during the year, as well as, judges from other jurisdictions.

**Department of Correction  
Massachusetts Gateway**

The Spectrum Program provides intensive, comprehensive, and integrated treatment services to incarcerated men and women. Substance abuse treatment appropriate to the prisoner's needs is expected to rehabilitate the offender and lower overall recidivism.

**Number of Sites: 5****Goals/Objectives:**

To reduce recidivism through an effective substance abuse and crime reduction treatment program.



**Program Activities:**

A standardized inmate case record process was established. All new employees attended the annual department orientation and curriculum certification. The Director of Program Services and the Program Coordinator performed unscheduled site visits. Programmatic audits were held at 3 sites and all received scores of 100%. The Correctional Recovery Academy (CRA) is made up of 3 components: an intensive residential unit, graduated maintenance, and aftercare. First, inmates participated in programming 5 days per week with a minimum of 15-hours of structured curriculum-driven activity. All segments of the curriculum followed similar constructs: first, criminal thinking and violent behavior patterns were identified; then pro-social skills were taught and practiced through role play and exercises; out of class skill practice were assigned; and approximations toward pro-social skill acquisitions are continually reinforced. Next, the graduated maintenance program was an 8-week program for those who have completed the 6-month residential component. Inmates participate in a minimum of 8-hours of structured curriculum driven activity per week. The final component was aftercare. This component provided services to CRA participants from the time they completed general maintenance until their release from department custody. Inmates met with aftercare counselors regularly to review and refine discharge plans. Aftercare counselors made placements for inmates in community-based programs and tracked inmates post-release, at 7 days, 30 days, 90 days, and 120 days to measure compliance with established discharge plans.

**Performance Indicators:**

What were the results of the audit of the standardized inmate case records? How many inmates participated in the program?

**Accomplishments/Evaluation Results:**

In program operation audits, 68 cases records were reviewed and sites scored a 99.5% accuracy. There were 294 admissions into the program between July 1, 1997, and June 30, 1998, and 297 discharges. Of those discharges, 185 or 63% completed the program, 24% were program failures, and 13% were administrative discharges that were admitted prior to this reporting period. A preliminary impact study of 44 participants showed there was an impact on the intermediate measures of criminal attitudes and relapse prevention skills. Pre- and post-testing demonstrated pro-social shifts in attitudes and an increase in relapse prevention skills. Offenders in Massachusetts who completed the 6-month intensive Correction Recovery Academy treatment program showed positive changes in these areas.

**Massachusetts Department of Correction  
Corrections Information Improvement Grant**

This project was designed to improve the Massachusetts Department of Correction's capabilities of gathering and processing inmate data. Specifically, this project called for enhancing the agency's communications infrastructure through cabling and information technology equipment, such as: modems, routers, photo-imaging, and video-conferencing.



**Number of Sites: 1**

**Goals/Objectives:**

The goal of the project is to develop and install a relational inmate database management system that provides the Department of Correction users the tools and functionality that support automated information systems capable of managing day-to-day correctional operations, and allowing for integration with other interested parties. The objectives to accomplish this goal are as follows: adopt database standards and schema, select database software and make purchase arrangements, hire an independent project management team to represent the agency during database development and rollout, and deliver the finished product to the Department of Correction.

**Program Activities:**

Finalize recommendations of the Department of Correction Reengineering Task Force and review the recommendations with the Department's Technology Services Division. Review the current market database applications for applicability to agency. Meet with vendors to discuss the agencies needs and solicit ideas. Develop procurement guidelines and procedures. Purchase software through contracted vendor and/or RFR process. Prepare planning document with the database schema and data element requirements. Review the document with key department staff, and meet with interested vendors. Hire software engineering vendor. Select a project management team that is experienced in corrections and reengineering. Review all of the planning documents with the team, and establish a reporting structure. Review the vendors delivered product, and if acceptable, accept the product. Schedule delivery and rollout of the database. Provide training, education and equipment to support the product.

**Performance/Assessments Indicators:**

Are the database standards compliant with state and federal reporting requirements? Are the standards within the American Correctional Association (ACA) guidelines? Is the software ad-hoc reporting capable, and does the software support future growth and is designed with open standards? Is the software engineering vendor experienced in criminal justice database applications? Will the Department of Correction own the database code? Was a project management team chosen and was a reporting structure established? Was the new database application delivered and accepted?

**Accomplishments/Evaluation Results:**

The Department of Correction Reengineering Task Force recommendations are being reviewed. Database software was chosen that would meet both the reporting needs and the future growth needs. A software engineering vendor was contracted that is experienced in criminal justice database design. The final software application source code will be owned and maintained by the Department of Correction. Another consulting firm was hired to oversee, manage and roll out the application. The database design has been accepted and is in the development stage.

## **Massachusetts Department of Public Health (DPH)**

### **Priority One: Jail Based Residential Substance Abuse Treatment**

DPH contracts with 13 houses of correction for the provision of substance abuse treatment services for youthful male and female offenders. All services are provided by licensed DPH community vendors and include assessments, and individual group treatment.

**Number of Sites:** 13

#### **Goals/Objectives 1:**

To provide substance abuse education that increases the participants overall knowledge of addiction.

To have each county develop a pre/post test evaluation tool which quantitatively measures pyschoeducational knowledge.

To improve the percentage of drug and alcohol treatment delivered, including knowledge and skills accomplished. This is identified on the Individual Service Plan (ISP) and measured by goal achievement scores recorded via SAMIS data.

#### **Program Activities:**

All 13 counties were required to submit pre/post test evaluation tools that were utilized as contractual service elements. All 13 counties were required to establish ISP's to measure drug and alcohol treatment.

#### **Performance/Assessment Indicators:**

Does each county submit a pre/post test evaluation tool? Did the score percentages reveal an improvement over the previous year's results?

#### **Accomplishments/Evaluation Results:**

All 13 counties submitted the data and scores revealed an improvement from 87.1% to 88.7% over the past year, based on 9 months of data for alcohol treatment. For drug treatment, the overall scores improved from 86.8% to 88.2% also based on 9 months of data.

#### **Goals/Objectives 2:**

To assist program participants in maintaining abstinence throughout the incarceration and during community-based aftercare.

To increase the percentage of urine screens performed, as measured by SAMIS data.

To increase the effectiveness and efficiency between correctional personnel and recovery home staff.

To increase the availability of continuing in treatment within the Recovery Home Network, for the ex-offender.



**Program Activities:**

The number of urine screens performed were increased. Working groups were formulated between the Department of Correction, DPH, shelter advocates and recovery home personnel to address system problems. The number of treatment beds available in the Recovery Bed System was increased. The placements in the Recovery Home System for ex-offenders has increased overall.

**Performance/Assessment Indicators:**

Did the percentage of screens increase? Were the formation of groups completed and how many meetings were held? Has bed capacity been increased? Have overall placements increased?

**Accomplishments/Evaluation Results:**

The percentage of tests performed increased from 63% performed in FY96 to 74.6% performed in FY97, based on 9 months of data. Groups were formulated with all parties identified. Seven (7) meetings were held from October, 1997 through June 30, 1998. Over the grant period, the bed capacity has increased by 130 beds for the ex-offender. Six (6) months of data during the project period indicates that 128 placements were made for the Recovery Home System, which is 83.6% for the total placement number of 153.

**Goals/Objectives 3:**

To provide substance abuse programming to a minimum of 1,500 offenders.

To establish new, five-year contracts with all Houses of Correction.

To increase utilization of program services to 1,500 offenders.

**Program Activities:**

New contracts were established with each of the 13 Houses of Correction and treatment delivered to all.

**Performance/Assessment Indicators:**

Does each House of Correction have a new contract with the DPH to offer substance abuse services? How many offenders receive these services?

**Accomplishments/Evaluation Results:**

All 13 County Houses of Correction have established new, five-year contracts with DPH. Based on data for the first nine months, total admissions were 1,945 with 91.8% male (1,785), and 8.2% female (160).

**Goals/Objectives 4:**

To provide participants with ancillary services available at the Institution.

To provide legal assistance, vocational training, GED, and ESL services.

To provide counseling services for emotional problems.

To provide treatment services for medical problems as they occur.

**Program Activities:**

Legal assistance services, vocational training, GED, and ESL were all provided to the client population. Counseling directed towards emotional issues was conducted, and treatment for medical problems was available at all times.

**Performance/Assessment Indicators:**

Were services offered during the project year?

**Accomplishments/Evaluation Results:**

Legal assistance was delivered to 16.1% of the population, vocational training to 18.5%, GED services to 25.9%, and ESL to 2%.

**Department of Correction**

**Women's Mentoring Program**

The Women's Mentoring Program assists female ex-offenders in successfully transitioning back into the community and provides them with skills to obtain meaningful employment.

**Number of Sites:** 1

**Goals/Objectives 1:**

To provide support and advice to women in their transition from prison to an independent lifestyle.

To identify and develop relationships with other programs and agencies which provide services to this population.

**Program Activities:**

Mentors were recruited to participate in the program. The Program Director, the ex-offender, and the mentor met to determine needs and goals of the ex-offender. The Director assisted in the case management and provided linkage with outside agencies for aftercare. Outside agencies made presentations about their programs. The program shared discharge plans with Massachusetts Parole and Probation and other involved agencies. The program provided basic life skill programs, self-parenting, parenting, journal writing, resume writing, and other self-help programs. The program met with mental health professionals, including the Department of Mental Health and Department of Public Health.



**Performance Indicators:**

What plan was written to develop and evaluate an aftercare plan? How is linkage provided with outside agencies? Are there linkages with specific agencies and unions?

**Accomplishments/Evaluation Results:**

The Director wrote an intensive plan for each client. Massachusetts Rehab, Women's View, Women's Place and New Connections performed onsite visits. Three clients were accepted into a building and trade training program. The program formed a partnership with New Connections, which secured individual counseling to clients upon discharge. Presentations were made to inmates with disabilities to address their situation and options. Every client left the program with a resource packet from her community. Resources included: housing information, A.A., shelters, food banks, and medical and counseling resources. Every woman discharged from the program had a complete plan that included housing, employment/training and counseling. All clients this year were either gainfully employed or were in training/adult education or vocational training upon release from the program.

**Department of Youth Services****Restoring Integrity**

Restoring Integrity focuses on training agency staff. The agency concentrated on training its executive and senior staff.

**Number of Sites:** 1

**Goals/Objectives 1:**

To conduct management training for Departments' leadership staff while introducing restorative justice themes in the context of the agency's community initiatives.

**Program Activities:**

Management training and staff development training was held. DYS Comprehensive Strategy was explored. Cognitive Behavior training was offered. All senior managers received executive training.

**Performance/Assessment Indicators:**

How many basic training classes were held compared with first line classes? Was a Request for Response (RFR) proposal developed?

**Accomplishments/Evaluation Results:**

A total of 12 basic training classes were held, while 4 first-line classes were held. Managers and Bureau staff attended training conferences and professional development workshops to promote skill development. Staff were trained to identify areas to support RFR development. Clinical staff received ongoing training in violence reduction, critical thinking, moral reasoning, and relapse prevention. The Donahue Institute from

University of Massachusetts provided training in Organizational Design and Development to build skills to support the DYS's Comprehensive Community Strategy.

## **Office of the Commissioner of Parole The Joey Fournier Victim Services**

This program provides assistance and information to victims of domestic violence regarding restraining orders and Criminal Offenders Record Information (CORI) certification in order to prevent recurring incidents of domestic violence.

**Number of Sites: 1**

### **Goals/Objectives 1:**

To provide advocacy services to individuals victimized prior to 1984, the year the Victims Bill of Rights went into effect, and to enable them to exercise their rights relative to the law.

To provide victims with information and assistance regarding CORI registration for the notification of an offender's escape, release, or parole.

To give victims the opportunity to provide victim impact statements.

To provide victims with support when attending parole hearings, counseling sessions, and referral services.

### **Program Activities:**

Public Service Announcements (PSA) were sent to radio, major television and cable television stations, and over 150 newspapers across the state regularly. The PSA was also provided to clients through community outreach at the battered women's centers, police stations, and the courts. The Victim Advocates maintain and manage confidential files containing client information and documentation of referral sources and victim impact statements. Victim impact statements are routinely forwarded to the Department of Correction and the Parole Board.

### **Performance/Assessment Indicators:**

How many calls from clients were generated by the PSA's? What type and how many victims services were provided? Did the appropriate agencies notify victims of the release of violent offenders? What impact did this notification have on criminal justice agencies, victims of crime, and their families?

### **Accomplishments/Evaluation Results:**

All clients received written notification from the advocate advising them of the CORI law and the available services. During this past year, the project reported that 4,200 client services were provided. A client service unit is defined as a phone call made or received, or an in-person contact with a client regarding CORI certification, emotional support,



and/or referral(s) to appropriate agencies. The number of services provided were as follows: CORI certification - 33; general information - 814; emotional support - 681; victim compensation assistance - 10; facilitation of victim input - 383; and referral services - 919.

## **Massachusetts Office for Victim Assistance Domestic Violence Project**

The Domestic Violence Project seeks to maximize specialized domestic violence court advocacy services to victims seeking civil protective orders at court.

**Number of Sites: 1**

### **Goals/Objectives 1:**

To offer training materials and technical assistance statewide, to programs wishing to draw from the SAFEPLAN model of court-based advocacy.

To update the SAFEPLAN Advocate's Training Manual to reflect changes in the law or court practice which effect 209A (the abuse prevention statute).

To offer training assistance by the Project Manager to various court advocate training programs across the State.

### **Program Activities:**

To update and re-issue SAFEPLAN Training Manuals. The project manager will assist in ongoing advocate training,

### **Performance/Assessment Indicators:**

How many SAFEPLAN Training Manuals were printed and distributed to trainees and others on a waiting list? How many trainings were conducted and who attended them?

### **Accomplishments/Evaluation Results:**

Two hundred (200) manuals were distributed to domestic violence advocates. The Project Manager assisted in excess of 150 trainings for advocates who work with victims of domestic violence.

### **Goals/Objectives 2:**

To provide training for specialized civilian domestic violence advocates working within police departments.

To create a Training Manual for civilian domestic violence advocates in police departments.

To conduct a training or series of trainings for civilian domestic violence advocates in police departments.

**Program Activities:**

An Advisory Committee was assembled to guide and inform the creation of a training program for civilian police advocates. A Training Manual, based on component pieces from the SAFEPLAN Training Manual was designed for civilian police advocates. A series of five one-day trainings were to be conducted at Massachusetts Medical Society in Waltham for civilian police advocates.

**Performance/Assessment Indicators:**

Did the Advisory Committee meet regularly? Was a Training Manual provided for the police advocates? Were trainings conducted?

**Accomplishments/Performance Indicators:**

The Advisory Committee met several times to design a training curriculum and select trainers for the civilian police advocate training. A 5-component Training Manual was compiled for advocate trainees. Twenty (20) police advocates attended the "Get Acquainted" domestic violence workshop each time it was conducted. Evaluations conducted at these workshops dictated that the information delivered was helpful.

**Goals/Objectives 3:**

To track and report domestic violence related homicides in Massachusetts.

To maintain a database of information on domestic violence related homicides committed in Massachusetts.

To provide information from the database to battered women's programs, the Attorney General, the District Attorneys, and the news media.

**Program Activities:**

A database has been developed and maintained at MOVA to track all women, children, and men murdered in the wake of a domestic violence incident.

**Performance/Assessment Indicators:**

How many domestic violence homicides were there? What were the victim's ages?

**Accomplishments/Evaluation Results:**

In calendar year 1997, there were 22 domestic violence related homicides recorded. The victims ranged from 2 months to 79 years of age. To date, in calendar year 1998, 7 domestic homicides have been tracked.



**Executive Office of Public Safety  
Governor's Task Force on Hate Crimes Statewide Initiative**

This project seeks to promote better reporting of hate crimes by citizens to law enforcement agencies, increase reporting by police agencies to the State Crime Reporting Unit, and institute more effective overall responses to such incidents by law enforcement.

**Number of Sites:** 1

**Goals/Objectives 1:**

To increase participation by law enforcement agencies in the voluntary submission of hate crime data.

To establish a contact person in the position of Executive Director, who will develop and maintain contact with all reporting agencies to ensure full hate crime reporting.

To update existing training materials and design a course of training for law enforcement officers.

To develop a Hate Crime Resource Manual.

**Program Activities:**

The Executive Director established contacts within each law enforcement agency to follow up on missing reports and to execute correspondence ensuring participation in reporting. The training curriculum was updated for the Criminal Justice Training Council. Hate crime training was to be conducted for the Massachusetts State Police and for the MBTA Police. The Director gathered all relevant hate crime laws and protocols in order to create a comprehensive Resource Guide.

**Performance/Assessment Indicators:**

Has a contact been established for each police department? Are all law enforcement agencies participating in hate crime reporting? Was new updated curriculum implemented? Has hate crime training been implemented in the training programs of the Massachusetts State Police and the MBTA Police? Was the Resource Guide created and distributed?

**Accomplishments/Evaluation Results:**

Each police department has designated a hate crime contact person. One hundred and five (105) police departments were contacted about missing hate crime reports. Subsequently, 100% reporting was accomplished among these departments over the past year. The delivery of the existing curriculum has been monitored by the Director and is awaiting a national curriculum to integrate. Training is currently in the planning stages for the second year of funding, and the Resource Manual was created and distributed to all local and state law enforcement agencies, District Attorneys, and victim advocacy groups statewide.

## **The Executive Office of Public Safety Post-Conviction Victim Advocacy Program**

Under the auspices of the Executive Office of Public Safety, Victim Witness Advocates are to be situated at the County Sheriffs' Departments and the Massachusetts Correctional Institutions. These Advocates will respond to the questions and concerns of victims and witnesses. Other components of this project include the support and use of victim and witness impact statements in the post conviction review and in the development and distribution of materials describing the Department of Correction, and local victim program staff.

**Number of Sites:** All counties

### **Goals/Objectives 1:**

To enhance and expand assistance services to crime victims and witnesses in the post-conviction arena.

To establish that each County comply with MA General Laws; c.258B, c6.s172c, and 803 CMR 9.00 for those persons certified by the Criminal History Systems Board.

To increase awareness of the post-conviction program.

### **Program Activities:**

Program efforts ensure that post-conviction notifications are provided for victims.

### **Performance/Assessment Indicators:**

Were post conviction notices provided to victims and witnesses? Was a computerized record system implemented for counties? What was the number of post-conviction notices provided to victims and witnesses? Was training offered to address these components of the program?

### **Accomplishments/Evaluation Results:**

Post conviction victim/witness advocacy training was offered to county jurisdictions and is on-going.

### **Goals/Objectives 2:**

To enhance the effectiveness of providing information and assistance to victims about the processes and procedures followed by the Department of Correction.

To develop current brochures to include descriptions of correctional facilities, security levels, inmate movement, etc.

### **Program Activities:**

A Victim Witness Advocacy Task Force was formed. Guidelines for creating and distributing brochures were established.



**Performance/Assessment Indicators:**

Has a Task Force been formed and convened? Have guidelines for creating and distributing the brochure been established?

**Accomplishments/Evaluation Results:**

A Victim Witness Advocacy Task Force is in the process of being formed. The review of guidelines for the brochure is in process.

**Office of Refugees and Immigrants  
Asian American Civil Rights**

In conjunction with the Governor's Asian American Commission, an Asian American Civil Rights Resource Guide has been developed and translated into three Asian languages for the Asian population throughout the Commonwealth. The Guide addresses the understanding and the exercising of their civil rights in order to prevent violations of the law. This will also enable the Asian population to access law enforcement when necessary and to work more effectively with them.

**Number of Sites:** All 12 Counties in Massachusetts

**Goals/Objective:**

To improve civil rights education and awareness in the non-English literate segment of the Asian American community in order to prevent civil rights violations.

To provide Chinese, Khmer and Vietnamese language translations of the Asian American Civil Rights Resource guide for non-English speaking Asian Americans.

**Program Activities:**

Community awareness was heightened and incident reporting was clarified by information contained in the Guide. Civil rights violations were to be decreased through increased information and education. Further educating this population as to how to best work with the criminal justice system was conducted. Cooperation was increased between Asian American communities, law enforcers, and policymakers at all levels.

**Performance/Assessment Indicators:**

Was community awareness increased? Were actual incidents of civil rights violations decreased? Did Asian Americans increase their participation in ongoing discussion to shape American civil rights? Were reports by this population to law enforcement increased and subsequent prosecutions increased?

**Accomplishments/Evaluation Results:**

It is too early following the distribution of the Resource Guide to determine what its actual effects are however, the baseline that will be utilized for data comparison is as follows: according to one estimate, only about 5% of violations are currently being reported among this population; Asian Americans in 1993 accounted for as much as 9.1%

of hate crimes statewide and represent only 2.4% of the state population; in 1993, only about 26.1% of hate crimes reported were successfully prosecuted.

## **Massachusetts State Police (MSP)**

### **Division of Investigative Intelligence (D.I.I.) Systems Improvement**

The DII System Improvement project can be divided into two main components, process evaluation and implementation. First the project sought to examine existing policies relating to case management and the collection of information. When problems were identified, efforts were made to change the existing policy to increase the effectiveness of the State Police. The following policies were identified as inadequate or nonexistent; case management, master name index, e-mail, evidence collection and recording, and the daily administrative journal. The second component of the project included developing software to meet the requirements of the new policies, purchasing hardware, and deploying systems to investigative units of the State Police. The deployment of hardware required installation of infrastructure, which is currently ongoing. The system also required technical training as well as policy changes. Software, which was developed or is currently being developed, includes case management software, investigative management software, master name index, contraband tracking, and a daily administrative journal.

#### **Number of Sites: 1**

#### **Goals/Objectives 1:**

The first goal of the project is to continue to develop a comprehensive integrated case and investigative management system, which will be used by State Police investigative units. This application will be optimized to effectively manage large amounts of narrative reports. The software will be made available to other law enforcement agencies once it has been thoroughly tested. The system will be designed to reduce the amount of time investigators spend on administrative tasks, thereby increasing the amount of time which can be spent investigating serious crime, while increasing the completeness and documentation of vital information.

To implement upgrades and improvements to the case management system developed in previous years of this project by May 15, 1998.

To input at least 2,000 cases into the new investigative case system.

To train at least 100 Division members in basic computer use or the case management system.

#### **Program Activities:**

Upgrade system software (Lotus Notes) on all 32-bit computers. Train personnel on computers and the case management system. Upgrade the investigative tracking application. Develop Contraband Tracking software. Develop and populate a "State



Police codes" database based on the NIBRS system. Develop a daily administrative journal database. Integrate a personnel and unit database into the system.

**Performance/Assessments Indicators:**

Was the system software upgraded? Were MSP personnel trained? Was the investigative tracking software installed? Was a version of the Contraband database developed? Was the "MSP codes" database created and populated? Was the daily administrative journal database developed? Was a unit and personnel database developed and integrated into the system?

**Accomplishments/Evaluation Results:**

At least 100 users were upgraded to Lotus Notes v4.6x or had it installed for the first time. The following numbers of MSP personnel were trained: 40 in Basic Computing; 100 in Case Management; 150 in Lotus Notes software; and 80 in additional software. The Detective Unit assigned to the Hampden DA and the Fire Marshall's Office are acting as test sites for the investigative tracking system. To date, 100's of cases have been entered. Tracking cases and reports have been simplified. The Detective Unit assigned to the Plymouth DA office is acting as a test site for the contraband tracking application. To date, dozens of seizures have been entered and 100's of pieces of evidence. The "MSP codes" database was created and is currently maintained by the Research and Development Unit. The daily administrative journal database was developed. The personnel and unit database was developed and information from the department's personnel system was downloaded into the system.

**Goals/Objectives 2:**

The second goal of the project is to reduce duplication of investigative efforts during multi-jurisdictional criminal investigations, while simultaneously improving the completeness, accuracy, and reliability of criminal justice information. The second goal of the project can be accomplished through several system components, including policy revisions, a statewide master name index, and an integrated messaging system. One objective in accomplishing this goal is to input at least 100,000 names into the new master name index files. A second objective is to review and make recommendations concerning policy revisions in the areas of case management, master name index, and arrest by May 1, 1998.

**Program Activities:**

The policies to be established or rewritten to support these goals and objectives were identified. The policies are: contraband tracking, master name index, case management, and messaging. Data entry of names into the master name index was identified as a task to support these goals and objectives as well.

**Performance/Assessments Indicators:**

Is the contraband policy being rewritten? Is the master name index policy being created? Have names been entered into the master name index? Has a new case management policy been implemented? Has a draft policy for messaging been written?

**Accomplishments/Evaluation Results:**

The contraband policy rewrite began in the 3<sup>rd</sup> quarter and is still pending. New aspects such as firearms tracking are being included. The master name index policy is currently being created. Ten units have unit-based master name index files and have been entering data throughout the year. Central Records has also been entering records into the master name index. To date, the total number of entries exceeds 100,000. Through a special order in the first quarter, a revised case management policy became effective within the division. The policy will become effective for the entire department on 1/1/99. A draft of an e-mail policy has been created and will be effective before 1/1/99.

**Goals/Objectives 3:**

The third goal is to upgrade existing hardware, deploy new hardware, and install the developed case management applications in State Police investigative units throughout the state. The objectives for accomplishing this goal are to implement the investigative management system in two or more investigative units assigned to the District Attorney's Offices, and two statewide investigative units.

**Program Activities:**

Add the contraband component to the case management system. Implement the management system at two statewide offices. Implement management systems at two investigative units assigned to DA's offices.

**Performance/Assessments Indicators:**

Was the contraband component added to the case management system? Was the case management system installed at two statewide office locations? Was the case management system installed in two investigative units assigned to DA's offices?

**Accomplishments/Evaluation Results:**

Contraband component installed at the Detective unit in Middleboro and is currently being tested for statewide deployment. Components of the case management system were installed in 5 statewide units including: the Cold Case Unit, Crime Scene Services, DIU, CIS and SSS. Components of the system were installed at the following DA's offices: Bristol, Worcester, Hampden, Berkshire, and Hampshire county.

**Massachusetts State Police (MSP)****LAN/WAN Information System**

To plan and implement the first LAN/WAN infrastructure within the Department of State Police (MSP). The project includes the implementation of Network Servers and ten clients at five Troop Headquarters and the State Police Academy.

**Number of Sites: 5**



**Goals/Objectives:**

To develop a State Police Wide Area Network.

**Program Activities:**

Install all the wiring, data circuits, modems, and routers in each location, configure the network, and establish connectivity between sites.

**Performance/Assessments Indicators:**

Has all of the equipment been installed and has the system been connected?

**Accomplishments/Evaluation Results:**

The wiring, data circuits, routers and modems have been installed in each location. The network has been configured. Connectivity between sites has been established.

**Massachusetts State Police (MSP)****Geographic Analysis Project**

The geographic analysis project is designed to implement the crime mapping capability within the Massachusetts State Police for the purpose of crime analysis, problem identification, and strategic planning. The current year's funding was targeted at three areas: 1) use of National Incident-Based Reporting System (NIBRS) data in computerized mapping and expanded use of Census data, 2) expanding the use of the "calls for service" application, and 3) development of a prototype accident analysis application.

**Number of Sites:** 1

**Goals/Objectives 1:**

To build upon the foundation developed in previous years work. Specifically, the enhancement of spatial databases, creation of new databases, the acquisition of other data and the expansion of the existing mapping capability.

**Program Activities:**

To develop a liquor license establishment database. Develop a prototype incident and accident graphical user interface application for the mapping system.

**Performance/Assessments Indicators:**

Was a liquor license establishment database created? Was a prototype incident and accident interface application developed?

**Accomplishments/Evaluation Results:**

Both the liquor license establishment database and the prototype incident and accident interface application were completed.

**Goals/Objectives 2:**

To fully develop the geographic analysis capability of the NIBRS data to provide local and state criminal justice decision makers with information for strategic and operational decisions.

**Program Activities:**

Upgrade MapInfo software on all project computers that will be using the mapping applications. To further develop the NIBRS application and also the NIBRS Municipal Mapping applications. Create NIBRS summary documentation.

**Performance/Assessments Indicators:**

Have the computers been upgraded? Have the NIBRS applications been enhanced? Has the summary documentation been created?

**Accomplishments/Evaluation Results:**

All of the project computers have been upgraded to use the latest version of MapInfo. The NIBRS applications have been modified to stand alone mapping solutions. A draft of the NIBRS summary documentation has been completed.

**University of Massachusetts Medical Center  
Enhanced Drugs of Abuse Laboratory**

Program activities enhance drug laboratory reporting by adding drug quantitation and diluent identification to analytical work. Data is then incorporated into a comprehensive database. The new data is used to provide a more detailed and thorough assessment of the drug abuse situation in Worcester County and to all related law enforcement agencies.

**Number of Sites:** 1

**Goals/Objectives 1:**

To institute and maintain regular, county-wide quantitation of cocaine and heroin.

To quantify heroin evidence at approximately five (5) instances per week.

To quantify cocaine evidence at approximately five (5) instances per week.

**Program Activities:**

Measures were taken to quantify heroin and cocaine use with GC/FID from agencies throughout Worcester County.

**Performance/Assessment Indicators:**

What regions of the county were surveyed for heroine? At what rate was heroin evidence quantified? What regions of the county were surveyed for cocaine? At what rate was cocaine evidence quantified?



**Accomplishments/Evaluation Results:**

The heroin evidence from Worcester, Southbridge, Webster, Auburn, Fitchburg, Hopedale, Clinton, West Boylston, Northbridge, and Dudley was quantified. Since November 1997, the heroin quantitation rate was 3.4% per week. The cocaine evidence from Worcester, Milford, Fitchburg, Sutton, Leicester, Uxbridge, Leominster, Shrewsbury, Hopedale, Clinton, West Boylston, and Northbridge was quantified and since November 1997, the cocaine quantitation rate was 4.0% per week.

**Goals/Objectives 2:**

To expand the database to include diluent identification via FT-IR microscopy.

To acquire and install an FT-IR microscopy system.

To develop techniques to identify diluents via FT-IR microscopy.

To examine evidence to identify diluents and incorporate data into a database.

**Program Activities:**

FT-IR microscopy system was acquired and installed. A variety of techniques for examining evidence with FT-IR microscopy system were pursued. The evidence for diluent identification was examined and incorporated into the database.

**Performance/Assessment Indicators:**

Was the system acquired and installed? What techniques were used and how successfully were they? What range of evidence was tested and what were the results? To what degree was diluent identification incorporated into the database?

**Accomplishments/Evaluation Results:**

The FT-IR microscopy system was purchased in July 1997, and installed in September 1997. The techniques of fractional crystallization, solvent extraction, neat examination, and fiber suspension were all workable. Heroin, cocaine, and pharmaceutical evidence were examined. A variety of diluents were identified and results were placed into four (4) fields. They included identification of maltose, mannitol, inositol, and procaine.

**Goals/Objectives 3:**

To continue database enhancement.

To introduce new data fields.

To input data into fields.

**Program Activities:**

A range of data fields were expanded. Data was input from instruments and police records.

**Performance/Assessment Indicators:**

What new fields were created? What new data was input and to what degree?

**Accomplishments/Evaluation Results:**

Five (5) new fields were created and data was completely entered.

**Criminal History Systems Board (CHSB)****Criminal Justice Information System (CJIS) Data Transfer Program**

This project, continued from the previous year, called for the purchase and installation of PC workstations at 221 law enforcement and Sheriff's Department sites throughout the state. These workstations are connected to a new, high-speed, frame-relay based CJIS network operated by the CHSB and will allow for the transfer of vital criminal justice data, including photographs and fingerprints between all state criminal justice agencies.

**Number of Sites:** 221

**Goals/Objectives 1:**

To work with Bell Atlantic and other carriers to design and implement a frame relay-based Wide Area Network (WAN) for the CJIS.

**Program Activities:**

Design and implement a frame relay-based CJIS WAN.

**Performance/Assessments Indicators:**

Has the network been implemented properly? Have the 221 participating agencies been connected to the WAN?

**Accomplishments/Evaluation Results:**

At the end of FY1998, a frame relay-based WAN was operational. Also, 221 law enforcement agencies and over 260 PC's were connected to the WAN.

**Goals/Objectives 2:**

To work with one or more statewide contract vendors to purchase PC's and routing equipment and to install this equipment at 221 sites.

**Program Activities:**

Purchase and install 221 PC workstations.

**Performance/Assessments Indicators:**

Has each of the 221 participating agencies been connected to the WAN?



**Accomplishments/Evaluation Results:**

As of the end of FY1998, 221 PC's, routers and Digital Service Units/Channel Service Units (DSU/CSU), along with another 40 devices were connected to the CJIS WAN and were operational.

**Goals/Objectives 3:**

To work to implement the electronic transfer of Offense-Based Tracking Numbers (OBTN) supported arrest data from the participating agencies to the CHSB and other justice agencies.

**Program Activities:**

Test the notion of transferring CJIS data automatically to participating agencies.

**Performance/Assessments Indicators:**

Is the automatic transfer of CJIS data feasible? Will participating agencies utilize this data?

**Accomplishments/Evaluation Results:**

At the close of FY1998, all participating agencies were receiving daily, access file transfers of wanted person information and were using this data to serve arrest warrants.

**Executive Office of Public Safety****Integrated Public Safety Communications Infrastructure**

This project is designed to develop a "visionary" public safety communications architecture plan that builds on the infrastructure currently in place. This will enable the Commonwealth's Public Safety agencies to create a modern communications infrastructure that will be able to handle the ever increasing demands that the system will be required to provide.

**Number of Sites: 1****Goals/Objectives 1:**

Complete a detailed assessment of the current status of Public Safety telecommunications within the state.

**Program Activities:**

Hire a contractor to assess the infrastructure. The contractor will assess: the current and future requirement and functions; the existing telecommunications infrastructure; currently available telecommunications technologies and their potential for improving the state's infrastructure; and current legislation and policy affecting public safety telecommunications.

**Performance/Assessments Indicators:**

Has a contractor been hired to assess the telecommunications infrastructure? Has the contractor assessed the specific areas needed?

**Accomplishments/Evaluation Results:**

Science Applications International Corporation (SAIC) was awarded the contract. As part of the study, SAIC assessed the needs of the public safety community in Massachusetts and the results are included in the final report

**Goals/Objectives 2:**

Complete a detailed plan for the future of Public Safety telecommunications.

**Program Activities:**

The contractor will be required to assess emerging telecommunications technologies as well as assessing pending Federal and State legislation, regulations, and policy. The contractor will need to create a master document that will put together all of the information. A high-level cost estimate of implementing the plan will also need to be created by the contractor.

**Performance/Assessments Indicators:**

Did the contractor produce a detailed report to assess emerging telecommunications technologies, pending legislation, regulations, and policy, and a high-level cost estimate?

**Accomplishments/Evaluation Results:**

A final report was delivered to the Executive Office of Public Safety that assesses emerging telecommunications technologies, pending legislation, regulations, and policy, and a high-level cost estimate.

**Massachusetts Bay Transportation Authority Police Department (MBTA PD)  
Criminal Justice Information Systems (CJIS)**

This program involves the installation of Mobile Data Computers (MDC) in MBTA Police Department cruisers and the modification of the MBTA PD's current computer aided dispatch (CAD) system to enable it to send or receive data from the MBTA PD cruisers via cellular technology.

**Number of Sites: 1****Goals/Objectives:**

To purchase and install MDC's into MBTA police cruisers and connect them to the Department's CAD system. To modify the existing CAD system so that it is able to connect with the MDC's in the cruisers.



**Program Activities:**

Identify a vendor to supply the Mobile Data Computer (MDC) software for interfacing with the Massachusetts Criminal History Systems Board. Identify, purchase and install the MDC hardware. Modify the existing software to enable the transmission and reception of data to and from the departments CAD system using cellular technology.

**Performance/Assessments Indicators:**

Was a contract issued for the MDC software? Was a review of the available hardware as well as the selection and bid process, initiated? Can journal records be searched and utilized from the cruiser MDT's?

**Accomplishments/Evaluation Results:**

A contract for the software development was awarded to Software Corporation of America and an alpha test is being conducted. Hardware specifications were approved and a Request for Response (RFR) was initiated. The department is in the process of upgrading its CAD system to include and interface from remote sites.

**Massachusetts Bay Transportation Authority Police Department  
Mobile Data Computer /Systems improvement**

This project provides for the purchase and installation of Mobile Data Computers (MDC) to increase the Department's information systems capabilities. In addition, this grant provides funding for a joint MBTA PD and Boston Police Department (BPD) project that would provide an Integrated Automated Fingerprinting Identification System (IAFIS) component to the current interdepartmental booking system.

**Number of Sites: 1****Goals/Objectives 1:**

To purchase 5 MDT's and connect them to the CJIS system using cellular technology.

**Program Activities:**

Identify a vendor to supply the MDC software for the interface with the state Criminal Justice Information System. Identify MDC hardware, purchase the hardware and install it.

**Performance/Assessments Indicators:**

Was a contract issued for the software interface? Was the MDC hardware reviewed and purchased?

**Accomplishments/Evaluation Results:**

A contract for the software development was awarded to Software Corporation of America and an alpha test is being conducted. The hardware specifications were approved and a Request for Response (RFR) is being initiated.

**Goals/Objectives 2:**

To continue to fine tune the integrated MBTA PD/BPD booking system by adding an IAFIS component.

**Program Activities:**

Develop project guidelines with the Boston Police Department.

**Performance/Assessments Indicators:**

Have the project guidelines been developed and has the project been submitted to a vendor for development?

**Accomplishments/Evaluation Results:**

The project is currently in development.

**Office of the Attorney General  
Dorchester Safe Neighborhood (SNI)**

The SNI is a partnership between the Office of the Attorney General and the Suffolk District Attorney. It builds coordinated multi-disciplinary projects that stem violence and improve the quality of life in the targeted neighborhoods. The five (5) core components are; coordinated law enforcement, prevention, intervention, treatment, and neighborhood revitalization.

**Number of Sites: 1****Goals/Objectives 1:**

To reduce crime and fear of crime in the target area.

To improve and increase coordination between local police, and state and local law enforcement agencies.

To enforce and expedite the prosecution of offenders in the target SNI area.

**Program Activities:**

Monthly meetings were held to coordinate and plan comprehensive law enforcement strategies.

Efforts for the community to play a role in the prosecution of criminals in the target area were coordinated.

**Performance /Assessment Indicators:**

Were regular meetings held? What agencies were represented? What projects were developed? Did prosecution seek community impact?



**Accomplishments/Evaluation Results:**

Regular meetings were held at the Bowdoin Street Health Center. Representatives from the Boston Police Department, the SNI Prosecution Team, the Attorney General's Office, and community partners were present. As a direct response to the growing needs of the community, a Vietnamese Liaison was hired to work out of District C-11 in the target area. Census data shows a 600% increase in the Vietnamese population in the area from 190 to 1,990. The community has identified what they see as an increase in gang activity. The Liaison and staff from the Dorchester Youth Collaborative spent time mediating disputes between gang associated youth. Public safety workshops, court advocacy, and referrals were provided to the residents of the Dorchester SNI target area to address their identified concerns.

The Dorchester SNI Prosecutors at the Superior and District court levels attended regular SNI meetings to gain community input, allowing them to provide outstanding services to the target community and to improve their capacity to advocate for the Commonwealth. The Dorchester SNI Prosecution team participated in various police investigations, community meetings, and community projects making significant outreach efforts to community residents.

**Goals/Objectives 2:**

To improve the quality of life in the targeted area.

To invest in neighborhood restoration of the targeted community.

To serve as a model for SNI replication projects.

To further the core principal of prevention, intervention, and treatment.

**Program Activities:**

Assistance was provided to communities interested in implementing an SNI and development of community-based restoration efforts. Community-based programs were developed to enhance the quality of life in the target area; including strategies in prevention, intervention, treatment and restoration of the target area.

**Performance Indicators:**

Was information provided to other communities for the replication of this project? Were programs implemented that improved the quality of life by developing or enhancing this core principal?

**Accomplishments/Evaluation Results:**

The newest SNI replication effort is in Montague, MA. This community was ready and anxious to implement the model. Information, technical assistance and the hiring of an SNI Prosecutor late in the year were all efforts to assist Montague in structuring its SNI partnership. Representatives from the SNI Project "This Neighborhood Means Business" sat on panels at the Southeast Regional SNI Conference. They shared their knowledge

and experience in establishing the first SNI with more than 180 attendees in an effort to duplicate similar partnerships in other communities.

To further the core principles of “prevention, intervention, treatment, and prosecution,” the Child Witness to Violence Project (CWVP) made significant strides in disseminating information, not only to the Dorchester community, but throughout the Commonwealth and nationally. Thousands of people were educated about the effects domestic violence has on children who witness it. This was accomplished via national conferences, workshops, lectures, and training of police and civilians. Working directly with children and families is another component of CWVP. During FY97, the project carried an average quarterly caseload of 47 children and 39 families. The project also received a total of 115 new referrals throughout the year, most of them were children who witnessed domestic violence. In addition, during fiscal year 1998, CWVP staff completed more than 250 patient visits.

This Neighborhood Means Business (TNMB) a component of the Dorchester Center for Adult Education, is another community-based program that is integral to the success of the Dorchester SNI, particularly in restoring the neighborhoods. TNMB provides entrepreneurial education in English and Spanish, graduating more than 75 individuals. Merchants who completed the program were eligible for business loans. The project also works with lending institutions to develop appropriate loan packages for graduates whose business plans require a loan for business development.

Other Dorchester SNI partners including the Dorchester Youth Collaborative, the Boston Police Department, the Bowdoin Street Health Center, the Log School and the Holland Community Center, all provide community-based services that work to improve the quality of life for residents in the community.

### **Office of the Attorney General Grove Hall Safe Neighborhood Initiative (SNI)**

The Grove Hall SNI is a unique, community-based partnership motivated to make the Grove Hall neighborhood safer and healthier. To reach this end, government partners and community residents work closely to coordinate planning and take action to improve the quality of life for residents of the target area.

**Number of Sites: 1**

#### **Goals/Objectives 1:**

To reduce crime and the fear of crime in Grove Hall.

To improve and increase coordination between local police, and State and Federal law enforcement agencies.



To deter violent crimes against seniors, prostitution, domestic violence, public drinking, and the sale of liquor to minors.

To enhance and expedite the prosecution of targeted offenders in Grove Hall.

**Program Activities:**

Program planning and implementation between local, state and federal law enforcement continued. The sharing of information and the coordination of law enforcement strategies was enhanced this year and the community prosecution was implemented.

**Performance/Assessment Indicators:**

What regular meetings were held? What agencies were represented? What programs or strategies were developed? Did information sharing occur? Was there community input on specific cases for prosecution?

**Accomplishments/Evaluation Results:**

Regular Grove Hall Safe Neighborhood Initiative (GHSNI) meetings were held throughout the year to coordinate and implement law enforcement strategies. The Drug Education for Youth Program (DEFY) is an excellent example of GHSNI's successful collaboration with State, local, and Federal law enforcement. The Boston Police Department, Drug Enforcement Administration, U.S. Attorney's Office, the National Guard, and the Massachusetts Office of the Attorney General worked together to organize the two-phase DEFY program. Thirty-two (32) young people from the GHSNI target area attended the week-long, summer residential camp that was held at the State Police Training Academy. The DEFY program teaches young people the dangerous effect drugs have on individuals and communities while helping to develop self-esteem, decision making, and life skills. The second phase of the program will start in the fall and involves mentoring, and enrichment activities.

Through information sharing at GHSNI meetings, residents identified the problem of large crowds gathering in the Grove Hall area on the weekend nights. The crowds cause various public safety and traffic problems, and greatly disturb the peace and well-being of neighbors in the area. With the assistance of SNI partners, a petition was circulated and the requisite number of signatures was collected to hold a licensing board hearing on whether to roll back the hours of two businesses who currently remain open until 4:00 a.m. The hearing was held at the end of June and overwhelming support was shown for rolling back the hours. More than 120 residents and other concerned citizens attended and heard the police and others testify regarding several problems in the target area. The following day the Licensing Board decided to roll back the hours of two other businesses in question, until 1:00 a.m. This was considered a major victory in restoring a sense of safety to the residents. Bringing the community, police, and prosecutors together for a coordinated approach to this problem has been a benefit to the residents of the Grove Hall area.

The GHSNI prosecution team disposed of 377 cases during 1998. Some of the prosecution team's success is a direct result of their relationship with the community via

the SNI. For example, the Assistant Attorney General used community impact statements to convict a man with an extensive car theft record.

### **Goals/Objectives 2:**

To improve the quality of life in the Grove Hall area.

To invest in neighborhood restoration for the Grove Hall community.

To deter violent crimes against seniors, prostitution, domestic violence, public drinking, and the sale of liquor to minors.

### **Program Activities:**

An action plan was established for the revitalization of physical buildings and property in the Grove Hall area. The community voiced their input at regular meetings. Programs were developed to deter violent crime, prostitution, domestic violence, public drinking, and the sale of alcohol to minors.

### **Performance/Assessment Indicators:**

Has an action plan been developed for the neighborhood revitalization component? Were community-based programs developed in order to address community concerns?

### **Accomplishments/Evaluation Results:**

The SNI initiated the abandon housing project to address the growing need to restore abandon, rundown houses in the community. The community has identified 24 abandon properties that are public safety hazards or simply eyesores that bring down the aesthetic and property value in the neighborhood. Properties have been ranked, the owner history investigated, and subsequently restored by the owner or handed over to a receiver for renovation. During 1998, programs funded through the GHSNI included Roxbury Multi-Service Center's Community Programs Against Sexual Assault that conducted a highly successful prevention campaign including two peer conferences that drew more than 500 teenagers. Discussions at these conferences focused on maintaining healthy, non-violent dating relationships. Working with young people on dating violence issues is a critical part of our domestic violence initiatives.

The Adolescent Life Options Program (ALOP) at the Roxbury Comprehensive Health Center, a GHSNI funded program, reportedly reached 3,000 teens and parents with information from ALOP peer educators. The Substance Abuse Prevention component of ALOP reached more than 1,000 teens through drug education seminars, and another 700 teens through one-on-one counseling sessions. Pre- and post-tests administered at the workshops, reflected an alarming tolerance and acceptance among teenagers of alcohol use and abuse.

GHSNI also funded community-based programs that provided outreach to senior citizens and young people, creating a diverse program. The intent of this effort is to destroy the misgivings each group many have about the other. The GHSNI also co-sponsored a very well received telemarketing fraud conference. Presenters provided information to



twenty-five seniors and several other community residents on how to detect fraudulent offers and the process to follow if you or someone you know has been the victim of this kind of scam.

**Suffolk County District Attorney  
East Boston Safe Neighborhood Initiative (SNI)**

This project is designed to reduce crime in the Maverick Square section of East Boston through law enforcement intervention and community partnerships.

**Number of Sites: 1**

**Goals/Objectives 1:**

To reduce crime in the target area.

To plan and execute police operations.

To utilize community impact statements.

To develop close working relationships between the police and prosecutors.

**Program Activities:**

Numerous police operations were conducted. Arrests were tracked. There was a significant increase in community involvement in court procedures.

**Performance/Assessment Indicators:**

Have there been a series of successful police operations? Do statistics indicate a drop in crime in the SNI target area? Are community impact statements being used on a regular basis?

**Accomplishments/Evaluation Results:**

There were successful operations targeting prostitutes, drug dealers, etc. A reporting system was developed and used to track crime statistics. Procedures were established for quick drafting and presentation of community statements.

**Goals/Objectives 2:**

To develop partnerships between law enforcement and the community.

To set up the Advisory Council and Steering Committee.

To establish a liaison position with the D.A.'s Office.

To set up monthly meetings with the Advisory Council and Steering Committee.

**Program Activities:**

The Advisory Council and Steering Committee were established. A Community Liaison was hired for the SNI.

**Performance/Assessment Indicators:**

Was the community adequately represented? Were all appropriate law enforcement agencies represented? Was the Community Liaison effective in dealing with all SNI issues?

**Accomplishments/Evaluation Results:**

An Advisory Council was established and met monthly. A Steering Committee was established and met on a monthly basis. The Community Liaison was hired and fully trained.

**Goal/Objective 3:**

To establish a peer youth program.

To use the SNI to help teenagers find summer jobs.

**Program Activities:**

A summer jobs initiative was created.

**Performance/Assessment Indicators:**

Did youth within the SNI target area secure summer jobs.

**Accomplishments/Evaluation Results:**

Each youth interested was given the opportunity to prepare for job readiness and subsequently, summer job placement.

**Eastern District Attorney's Office  
Justice for Juveniles**

The Juvenile Justice Program is charged with providing a consistent and appropriate continuum of responses to juvenile crime. Responses range from juvenile diversion to priority prosecution/indictment. Juvenile Justice Units, consisting of an Assistant District Attorney, a Juvenile Justice Coordinator, and a Victim/Witness Advocate, meet on a regular basis to review and evaluate all incoming cases and to update on those already in the system.

**Number of Sites:** 8

**Goals/Objectives:**

To ensure school and community safety by creating partnerships between the District Attorney's Office, police, schools and the community.



To reduce incidences of violence and substance abuse by educating youth.

To establish a Juvenile Justice Unit in each Essex County District Court.

To divert qualified non-violent, juvenile offenders to the Juvenile Diversion Program.

**Program Activities:**

The Juvenile Justice Units (JJUs) reviewed, screened, and evaluated all juvenile cases. The JJUs met regularly to address cases involving serious juvenile offenses including chronic repeat offenders and violent juvenile offenders. JJUs identified cases that should be deemed “Priority Prosecution.” Members of the JJUs attended Community Collaborative Initiative (CCI) meetings. Schools are updated on a regular basis regarding serious cases.

**Performance/Assessment Indicators:**

Are JJUs established in all Essex County District Courts? How often did the JJUs meet? How many CCIs were established in Essex County and how many meetings were held each month? Did meeting with community-based agencies improve the program?

**Accomplishments/Evaluation Results:**

JJUs have been established in all 8 Essex County District Courts. Each JJU met once a week at minimum and then as needed. The cases deemed “Priority Prosecution” were moved quickly through the courts and the schools were notified of the cases’ progress on an ongoing basis. The Juvenile Justice Coordinator offered the Juvenile Diversion Program to eligible juveniles after meeting with the juvenile and their parent for an intake. The juvenile might then be referred to community-based counseling and/or community service. Countywide, 18 CCIs are now established. CCIs met approximately once a month. Members from the JJUs were in attendance at all CCI meetings. New initiatives, such as educational groups for juvenile firesetters, resulted from meetings with community-based agencies.

**Eastern District Attorney’s Office  
Flashpoint Media Literacy Program**

This program is an educational intervention designed to provide youth in the juvenile justice system and other high-risk youth with media literacy skills. The program teaches them to not only deconstruct the often violent, unrealistic, and harmful messages on the media, but to enable youth to use these same critical thinking skills to make better decisions in their own lives, particularly around issues of violence, substance abuse and prejudice.

**Number of Sites: 1**

**Goals/Objectives 1:**

To conduct a review of the literature on media literacy and the impact of the media on high-risk youth.

To draft, revise and produce a report on the review of the literature.

**Program Activities:**

Project staff conducted a review of literature. Draft of review was completed, draft was reviewed by in-house staff and revised accordingly.

**Performance/Assessment Indicators:**

Were the most relevant, important, up to-date articles and books on the topics described above reviewed? Did the draft adequately cover the topics included in the program including impact of media on high-risk youth, media literacy, violence, substance abuse, and prejudice?

**Accomplishment/Evaluation Results:**

Numerous articles/books were reviewed and the most important research was examined thoroughly. The draft was an important source of knowledge about the impact of media on high-risk, media literacy, and the topics mentioned above. The report was extremely useful for creating the curriculum framework.

**Goals/Objectives 2:**

To design the scope and sequence of a facilitators handbook, participant guide and two accompanying videos, for juvenile offenders and other high-risk youth.

To produce the final product.

**Program Activities:**

Curriculum team met on a weekly basis to design and develop the program. Staff reviewed numerous print and video materials, some of which were adapted for use in the curriculum. Several original activities and instructional materials were also created. A total of 12 90-minute sessions were developed, along with an introduction to the curriculum and guidelines for facilitators. Each of the three topic areas covered (violence, substance abuse, and prejudice) contained a vocabulary list, fact sheet, description of the laws relevant to the topic, and a listing of additional print, video, and curricula resources. Video producers worked on the video segments simultaneously. They produced a 2-hour educational video that accompanied the print materials and a 20 minute overview/promotional video. Curriculum and video were reviewed by both in-house staff and Dr. Deborah Prothrow-Stith, Associate Dean of the Harvard School of Public Health, and revised accordingly. Curriculum and videos were professionally edited, produced and packaged.

**Performance/Assessment Indicators:**

Does the curriculum adequately and engagingly cover the topic areas? Is it developmentally appropriate for the target audience of high-risk adolescents? Were the



video segments selected as part of the Flashpoint video relevant to the target audience? Did they illustrate the educational objectives on the curriculum? Did they engage the target audience? Was the curriculum adapted according to reviewer's suggestions? Did the expert reviewer receive the curriculum positively? Was the product produced within the specified time frame and professional looking?

#### **Accomplishment/Evaluation Results:**

The curriculum adequately covered the three topic areas of violence, substance abuse, and prejudice within its 12 units. It was designed to be developmentally appropriate for high-risk youth ages 13 to 17. The curriculum was purposely developed to be on the "high" level of achievement for this group of young people, who are often underestimated in terms of their intellectual and creative abilities. The curriculum utilized numerous teaching methods, including video viewing and discussion, role-plays, small group activities, art and script writing projects, journal writing, mini lectures, and brainstorming sessions. Both commercial and educational film segments were carefully screened and selected for their relevance to the target audience, and their use in illustrating educational objectives and sparking engaging discussion. In addition, the video producers created new, original material for the two-hour video and utilized two adolescents to narrate. District Attorney Kevin Burke also participated in the video, explaining the legal consequences and legal perspective in each of the three topic areas. The curriculum was reviewed from both in-house and expert reviewers. Expert reviewer, Dr. Deborah Prothrow-Stith liked the product so much she agreed to write a forward to the curriculum published in the final version. The production, editing, and packaging of Flashpoint met all deadlines, and was professionally produced.

#### **Goals/Objectives 3:**

To select and invite experts, practitioners and policy makers to serve on the board.

#### **Program Activities:**

Selected and invited a group of 19 national and local experts to serve on the advisory board for the project. Host three advisory board meetings throughout the first year of the project.

#### **Performance/Assessment Indicators:**

Were advisors selected from a broad range of disciplines, agencies and organizations? Did the advisory board meetings generate interest and enthusiasm for the project? Did they elicit helpful recommendations for its development?

#### **Accomplishment/Evaluation Results:**

Experts, practitioners, and policymakers were selected from criminal justice, Massachusetts State Government, U.S. Congress, Public Safety, Public Health, Health and Human Services, Media Literacy, Violence Prevention, Curriculum Development, and Education. Each of the three meetings generated a tremendous amount of interest and enthusiasm for the project and provided excellent suggestions for its development.

**Goals/Objectives 4:**

To select each site and participants for each of the three groups.

To select and train facilitators from Juvenile Justice staff.

To conduct separate pilot tests of the 12 session Flashpoint program with the three groups.

**Program Activities:**

Each site and each group of adolescents were selected for the three pilot tests, (District Attorney's Office for youth in Diversion, Lawrence Juvenile Court for youth on probation, and Northeast Family Institute facility in Middleton for youth in Department of Youth Services custody). Project Staff conducted three one-day training sessions for a total of six facilitators (two per site) for the pilot tests. Facilitators conducted 12 session pilot tests in each of the three sites. Project staff and evaluators observed these pilot tests.

**Performance/Assessment Indicators:**

Did the groups and sites adequately represent the high-risk population of adolescents in the Eastern County of Massachusetts? Were the facilitators adequately trained to deliver the curriculum effectively to the adolescent participants? Did the pilot tests engage adolescent participants? Did they appear to grasp key concepts and learn core skills of the program? Was the project evaluated?

**Accomplishment/Evaluation Results:**

Groups and sites selected for the pilot tests represented a cross section of the Eastern District in terms of gender, demographics and socio-economic factors. Facilitators were adequately trained. One important finding is that training is a critical aspect for successful implementation of Flashpoint. To address this issue, in year two, project staff will conduct regional training on Flashpoint across the state for professionals in juvenile justice and public health who work with high-risk youth. According to both qualitative and staff observations, Flashpoint engaged participants. The participants seemed to grasp the key concepts and core skills of the program. The project was evaluated through a separately funded grant to Salem State College. Evaluators from Salem State surveyed the youth that went through the program in a pre- and post-test survey, as well as follow-up surveys after the program was completed. The evaluators compiled quantitative data from the surveys and also qualitative data from observing the program and interviewing program participants.

**Eastern District Attorney****The Newburyport Youthful Offender Diversion Program**

This program is designed to provide youthful offenders, ages 17-21, with the opportunity to participate in a pre-complaint Youthful Diversion program. This is made possible by a collaborative effort of the City of Newburyport Mayor's Office, the Police Department,



the District Attorney's Office, the Newburyport District Court, and the Newburyport District Court Probation Department.

**Number of Sites: 1**

**Goals/Objectives 1:**

To reduce criminal activity related to alcohol and other drugs among the youthful population in Newburyport and the cities and towns in the Newburyport District Court jurisdiction.

To create and maintain a youthful diversion program.

**Program Activities:**

To hire qualified staff. To meet with police departments to educate them on the program. Community-based agencies and the school department were convened to discuss future collaboration. Program protocols were established within the District Attorney's Office along with the probation and police departments. Forms were developed for the screening, intake, and the monitoring of youth in the program. Procedures were established for the referral of youth into the program.

**Performance/Assessment Indicators:**

Were the appropriate staff hired for the program? Were all police departments reporting to the Newburyport District Court successfully educated regarding the program operation? Were the staff successful in involving community-based agencies? Were school officials met with? Were protocols established for the program within the court structure? Were all the forms necessary for program involvement comprehended by all those that had to utilize them? What procedures were developed for referring youth to the program?

**Accomplishments/Evaluation Results:**

Two (2) staff members were hired to administer the program. The police successfully made referrals to the program and 110 attendees were chosen to participate. There were 10 community service sites used year round. Meetings were held with school officials to present the program. Probation is working effectively with the program. Forms for intake and assessments have been developed. Potential cases were referred from all anticipated entities.

**Goals/Objectives 2:**

To research and coordinate existing services for high risk youth and to work with local human service agencies to meet the needs of this population with counseling and education services.

To reduce the likelihood of recidivism among those youth who enter the Youthful Diversion Program and promote better decision making.

**Program Activities:**

To conduct a research component for the program. To meet with agencies interested in working with the Diversion Program. A list was to be developed of appropriate referral agencies, and assessment tools for screening clients was to be designed.

**Performance/Assessment Indicators:**

Was research performed to locate human service agencies? Were meetings held with agencies who will be working with the program? Was a referral list compiled of agencies? Were referral procedures established for each of the agencies? What assessment tools were put in place for the screening of clients?

**Accomplishments/Evaluation Results:**

Research was successful in establishing appropriate human service agencies to work with the program. Staff then met with these agencies. An agency resource manual was created for referrals. Agencies performed specialized drug and alcohol assessments and evaluations for each prospective client.

**The Middlesex County District Attorney  
Community-Based Justice (CBJ)**

The CBJ Program represents a dramatic change in the way the criminal justice system deals with violent youth in Middlesex County. CBJ is marked by interagency collaboration that takes place on a consistent, collegial basis among prosecutors, police, educators, social services providers, and community leaders. The underlying concept is innovative not only within the law enforcement parameters, but also with educators, social service providers, and public health professionals.

**Number of Sites: 1****Goals/Objectives 1:**

To balance prevention, education, and appropriate sanctions by utilizing the work of individuals and agencies that complement each other.

To maintain the cooperative, communicative nature of the CBJ Task Force meetings.

To aggressively work to foster participation by the agencies that have previously been unwilling to participate in the CBJ Program.

To further develop the first time, drug and alcohol offender diversion program which is being tested as part of the Malden CBJ Program.

To further integrate the cooperation and communication between the 39 CBJ Task Forces and the Middlesex District Attorney's Office Prosecution Unit.



**Program Activities:**

The CBJ Program has held regularly scheduled meetings during this fiscal year. The D.A.'s Office has worked to introduce the CBJ concept and to expand participation by offering a conference in September 1997. The conference combined introductory materials and advanced topics on further customizing CBJ to meet the needs of individual communities. Based on the success of the September conference, an introductory and an advanced CBJ conference were each held in the spring of 1998. A Truancy Prevention Program has been developed to complement CBJ activities. The Truancy initiative includes funding from the Massachusetts Executive Office of Public Safety. A Firesetters Diversion Program has been established as a component of the Lowell CBJ Program. The D.A.'s Juvenile Prosecution Unit continues to utilize individual CBJ meetings to help obtain CBJ participant input for the Unit's decision relative to youthful offender status.

**Performance/Assessment Indicators:**

How many grant funded meetings were held? How many matched meetings were held? How many meetings were held in each town? How many people attended the September, 1997 conference? What were the topics of the conference, and who spoke? What population did the conference reach? Where were the participants from? How many youthful offenders have been involved in the prosecution component?

**Accomplishments/Evaluation Results:**

There were 53 grant funded meetings. Ninety-seven (97) meetings were held that were financed with matching funds. Ayer North/South had 11 meetings, Malden had 42, Cambridge, 37, Framingham, 20, and Lowell had 40. Three hundred and twenty-five people participated in the conference. The audience was made up of principals, assistant principals, police and probation officers, youth, and social services individuals, and Assistance District Attorneys from outside the County. Over one third of the attendees were from outside Middlesex County. The conference discussed tobacco, alcohol, drugs, youthful offender status, and child abuse issues. The truancy effort responded to nationwide studies indicating that truancy is a gateway to more serious antisocial behavior. Within the 39 Task Forces combined, there were 526 offenses committed by youth eligible to participate in the program. Forty-eight (48) of those were actually charged as youthful offenders.

**Goals/Objective 2:**

To demonstrate that by effectively utilizing services from Project Alliance, the CBJ Task Forces and the District Attorney's Office Juvenile Prosecution Unit can work to address individual offenders as well as juvenile crime patterns.

To expand school participation at CBJ meetings by reaching out to include Middle School officials when such an addition is feasible and necessary.

To formalize the method by which information on youthful offender candidates is referred to the Juvenile Prosecution Unit from the individual CBJ Task Forces.

To continue to work with the courts to include individualized terms and conditions to the final case disposition.

To work closely with Project Alliance, during the 1997-1998 school year for purposes of education and prevention efforts.

**Program Activities:**

Project Alliance worked closely with CBJ's Prosecution Unit to collaborate on the development of a number of conferences. On April 8, 1998, a conference entitled "Recognizing and Preventing the Use of Narcotics on Campus" was held. On April 15, 1998, a conference entitled, "Developing a School Based Response to At-Risk Youth" was presented. On June 23, 1998, a conference entitled, "Juvenile Justice Training" was conducted, and lastly, a conference called "Child Violence and Victimization" was held.

**Performance/Assessment Indicators:**

What services does Project Alliance provide to the CBJ? Who were the Conferences offered to? What did they discuss and were they well attended?

**Accomplishments/Evaluation Results:**

Project Alliance is a non-profit risk and prevention training and resource agency made up of the D.A.'s Office and the Middlesex School Superintendents. This year, they have brought together more than 40 participating school districts to examine the pressing social, economic, and health-related problems that face school communities. Through Project Alliance, educators, parents, and students met regularly to engage in collaborative trainings with law enforcement, social services, and community resources. The result of this interaction was the continuous creation of social oriented, community-based approaches in combating youth violence, substance abuse, child abuse, hate crimes, and harassment throughout the County.

All conferences sponsored by the CBJ were well attended by relevant and interested parties and targeted specific youth issues such as teen dating violence as a form of domestic violence, safety in the schools, health and counseling services available in the target area, and truancy.

With regard to prosecution, throughout all of Middlesex County 35,000 cases were handled during the project period. Approximately 1,700 county wide, were held apart through the CBJ.

**Goal/Objective 3:**

To continue to implement the evaluation standard for the CBJ Program.

To review the American Prosecutor's Research Institute (APRI) evaluation standards study of the CBJ Program.

To adjust the data collection system as deemed necessary to further develop the data for future evaluations.



**Program Activities:**

The Middlesex D.A.'s Office continues to work with the CBJ Assistant District Attorney's, the Juvenile Unit, APRI, and others to evaluate how project intervention and prevention can be measured and subsequently evaluated. Indicators from researchers and statisticians at APRI provided a basis for evaluation techniques. Three (3) CBJ conferences were held; a statewide CBJ Seminar, a statewide introduction to Community Based Justice, and a statewide advanced Community Based Justice seminar. Deputy First Assistant District Attorney conducted regularly scheduled monthly meetings on CBJ issues with the Deputy Director of District Courts, the Director of Juvenile Prosecuting Unit, and the Director of Project Alliance.

**Performance/Assessment Indicators:**

Was statistical information on cases maintained? What information was obtained from the APRI initial reports. What steps have been taken to track the CBJ initiative? What type of input was received? How many people attended the three CBJ conferences held during the past year? What feedback was received from attendees?

**Accomplishments/Evaluation Results:**

Through the evaluation efforts of the CBJ program, it was determined that in any of the given communities where the project is operational, 4% to 5% of youth are responsible for the violent criminal activity. The First Assistant District Attorney holds bi-weekly CBJ policy working group meetings to focus on documenting the growth of CBJ, the outside interest in the program, and their successes. Five hundred (500) participants attended the three CBJ conferences last year. They included, prosecutors, school officials, police personnel, social service providers, community leaders, probation officers, Department of Youth Service staff, etc. One of the most valuable tools used at the conferences were the program evaluations and comment sheets. Overall, the programs received high scores from all participants.

**Plymouth County District Attorney  
Brockton Safe Neighborhood Initiative (SNI)**

The Brockton SNI is a partnership between the District Attorney, Attorney General, Mayor, and Police Chief. The SNI works with community residents to fight crime and revitalize their neighborhood.

**Number of Sites: 1****Goals/Objectives 1:**

To develop a Community Awareness Campaign.

To increase the number of participating residents in the SNI collaboration.

To divert youth activity to positive projects in their neighborhood revitalization effort.

To reduce community violence by providing awareness in the SNI neighborhood through the distribution of newsletters, posters, etc.

To promote positive communication between neighbors, businesses, and law enforcement through collaborative relationships.

To involve youth in the SNI collaboration through increased awareness.

**Program Activities:**

A community awareness campaign was developed. There was an increase in participating residents in the target area, and youth were directed towards activities within the neighborhood.

**Performance/Assessment Indicators:**

Was the community awareness material produced and distributed? Did resident participation increase? Have youth been participating in neighborhood projects?

**Accomplishments/Evaluation Results:**

The awareness campaign included multilingual brochures and an Internet web site. As a result of the awareness campaign, attendance at meetings doubled and informational exchanges between police and residents have increased. Strong attendance was also present at the SNI Landlord training. Over 300 students attended a Cop Card Signing Day at the Whitman Elementary School that included the participation of both local and state police. Distribution of nearly all of the multilingual brochures occurred. Monthly meetings have doubled in attendance and include local business owners and residents living outside the target area.

**Goals/Objective 2:**

To prevent young people between the ages of 6 and 18 from becoming involved with drugs, gangs and violence through the implementation of targeted outreach programs. To recruit youth, at risk of gang involvement, and provide them with a constructive positive alternative such as the Boys & Girls Club.

To maintain continued participation with the program youth.

To improve the school and job readiness experience of program participants.

**Program Activities:**

Fifty (50) youth were recruited by probation, officers, guidance counselors, etc. These youth have entered programs in the arts, sport, fitness, and recreation. They have also been involved with activities surrounding health, life skill, education, career development, and leadership skills.



**Performance/Assessment Indicators:**

Were all 50 youth involved to the fullest extent? How were they exposed to the arts? Did they participate in club sports, social activities consistently? What intervention was conducted to improve health, life skills, and leadership development?

**Accomplishments/Evaluation Results:**

Thirty-one (31) youth have been engaged in sports, community service, and job readiness. Youth attended many fine arts exhibits such as the Cinco de Mayo celebration. Fifty (50) youth went to basketball camp. To coincide with values, cooperation, respect, responsibility, activities were conducted with the State Troopers facilitating “team building” activities. Lawyers and Guidance Counselor were also involved in career workshops.

Instruments are being developed to accommodate a case management component. Consistent meetings were held with participants to monitor activities, school grades, attendance, and follow-up with Probation Officers and Counselors.

**Goals/Objectives 3:**

To teach youth to resolve conflicts without violence through implementation of community mediations and community violence awareness/prevention activities.

To conduct conflict resolution workshops in the Boys and Girls Club and in the community for ages 10-18.

To increase self esteem of youth involved in prevention workshops through focused activities and use of established curriculums.

To provide alternatives for youth in an effort to involve youth in positive behavior.

**Program Activities:**

Outreach activities and workshops were provided. Discussions and workshops directed to “high risk” out of school youth were facilitated. Community-wide violence prevention activities were offered. Informal and formal mediations were held at the Boys and Girls Club and in the community. Activities were planned to increase positive behavior.

**Performance/Assessment Indicators:**

Were weekly conflict resolution workshops held? What other types of workshops were conducted? Were violence prevention activities offered? What activities were offered for positive behavior?

**Accomplishments/Evaluation Results:**

Weekly workshops were implemented. Incarcerated girls were provided with GED/DP at the local Youth Services facility in Brockton. Two (2) to three (3) mediations were held at the Boys and Girls Club and “peers” worked with Brockton Probation Services to receive advanced training. Several trips were made to the movies and skating.

There were 11 trained youth mediators during the project period. A new measurement tool from the Boys and Girls Club included pre- and post-surveys in English and Spanish for three different age levels. Data is not yet analyzed.

**Goals/Objectives 4:**

To reduce gang and drug activities in the SNI neighborhoods.

To reduce crime and victimization in the targeted SNI neighborhoods.

To enhance internal communication between the various law enforcement partners.

To address the specific concerns brought to the State Police CPAC Unit by the residents of the SNI.

**Program Activities:**

Drug arrests and firearms were seized. There was increased law enforcement presence in the community. Internal communication between various law enforcement partners was enhanced, the CPAC Unit addressed the concerns of SNI residents.

**Performance/Assessment Indicators:**

How many drug arrest have been made? How many firearms have been seized? Has there been an increased law enforcement presence and what impact did it have in the community? Has communication between state police, local police, and prosecutors been effective? Has the State Police CPAC been effective in addressing the concerns of the SNI residents and what measures were taken to do so?

**Accomplishments/Evaluation Results:**

Over 100 defendants were arrested for violations under the Controlled Substance Act and 7 firearms were seized. Exchanges between the community and local detectives have resulted in an increase in investigations. The State Police presence during the early morning hours has resulted in diminishing street level narcotics sales. There was also a significant decrease in prostitution visibility. Monthly meetings between the partners proved to increase communication and resulted in several joint efforts to eliminate drugs and prostitution from the neighborhood. SNI meetings empowered the community by allowing them the opportunity to speak to detectives personally. Resident concerns are addressed individually and followed up by the CPAC Unit, SNI Liaison.

**Massachusetts Office of the State Fire Marshal  
Arson Investigation Modernization Program - Phase II**

This program is designed to specially train Fire Investigators in order to achieve compliance with the National Fire Protection Association (NFPA) Standard 1033 for Professional Fire Investigators.



**Number of Sites: 1**

**Goals/Objectives 1:**

To reduce the loss of life and property from incendiary fires in Massachusetts.

To fully equip and train 28 fire/arson investigation specialists currently assigned to the Fire Marshal's Office.

To increase the number of investigators who will qualify as expert witnesses in "origin and cause determination" in an arson trial.

**Program Activities:**

Twenty-one (21) current and 7 new investigators were trained in basic advanced fire investigation. Additional training increased the numbers of cases handled and arrests made.

**Performance/Assessment Indicators:**

Were there investigators available and appropriately trained to provide these services at all times? Were there more cases going to court and a greater conviction rate as a result of additional training and specialized equipment?

**Accomplishments/Evaluation Results:**

In 1992 there were 196 cases and 30 arrests as compared to the current period when there were 1095 cases and 188 arrests. Fifty percent (50%) of the investigators are now qualified as expert witnesses. Additional training courses and court appearances will qualify the remaining 50%.

**Goals/Objectives 2:**

To modernize the technology used by investigators in arson investigation.

To increase the number of solved cases per investigator.

To improve the quality of arson prosecution.

**Program Activities:**

To equip the 28 investigators with OSHA/NFPA approved safety equipment and with a full complement of evidence collection and documentation equipment.

**Performance/Assessment Indicators:**

Were investigators able to enter scenes safely and quickly with proper training and equipment? Was there an increase in cases going to court and a greater conviction rate experienced due to specialized equipment issued to investigators?

**Accomplishments/Evaluation Results:**

There were less injuries reported. Early access to arson scenes lead to better evidence collecting and less contamination of evidence. More arsonists are being convicted and incarcerated.

**Goals/Objectives 3:**

To hire an Administrative Assistance/Research Analyst.

**Program Activities:**

The Administrative Assistance/Research Analyst worked closely with the investigators in providing the necessary support.

**Performance/Assessment Indicators:**

Was data analyzed in a more efficient manner?

**Accomplishments/Evaluation Results:**

Quicker response time and better evidence collection has lead to a more exact determination as to the origin and the causes leading to solving cases.

**Suffolk District Attorney's Office****District Court Intermediate Sanction Program**

This program is an innovative community corrections initiative that combines intensive monitoring and supervision with a structured array of services which address each individual's needs. Activities are specifically designed to provide an alternative to incarceration for high-risk probationers with the creation of a Day Reporting Center.

**Number of Sites:** 1

**Goals/Objectives 1:**

To demonstrate an effective and innovative sentencing option in selected urban district courts as measured by the number of admissions, delivery of services and supervision, and successful completion of contract obligations.

To work with the Suffolk county district courts to identify eligible and appropriate candidates by admitting at least 70 clients during the contract year.

**Program Activities:**

Each of the primary courts was visited on a weekly basis to screen clients. Services were available to other courts on an as needed basis. Quarterly reviews and informational sessions with probation staff were conducted regularly, and contact with courts regarding client's status was on-going.



**Performance/Assessment Indicators:**

How many clients were referred? Were there additional referrals from other courts?  
Were quarterly reviews and general program information passed on to probation staff?  
Was individual client information passed on to courts?

**Accomplishments/Evaluation Results:**

Ninety-one (91) clients were admitted during this contact year, far surpassing the initial goal of 70 clients. Fourteen (14) clients were admitted from other courts. All quarterly reports were submitted to probation, and several informational sessions were conducted with probation staff. Monthly progress reports were shared with those involved with individual clients.

**Goals/Objectives 2:**

To assess the admission and termination trends of the program clients by conducting an in-house evaluation, in order to make improvements to the operation and programming of the Day Reporting Center.

**Program Activities:**

A profile of clients admitted between 1994 and 1997 was developed. The profile for trends in admission and terminations was analyzed. Program staff responded to findings by adjusting program activities accordingly.

**Performance/Assessment Indicators:**

What were the demographics, participation, and termination status of these clients? What did the profile tell staff about the program population? What program adjustments were necessary?

**Accomplishments/Evaluation Results:**

The profiles developed in last year's evaluation of the project were utilized. Due to the large percentage of parents contained in the client population, discussion was prompted with the Boston Police Department to provide services in the community to the children of the clients through Youth Service Provider's Network and the Youth Service Officers.

**Barnstable District Court****Evaluation and Treatment of Violent Offenders on Probation**

This project is designed to reduce criminal recidivism for violent offenders through the use of evaluation and treatment with special emphasis on substance abuse treatment. This is accomplished by reducing the delay in servicing offenders, thus enhancing public safety was enhanced.

**Number of Sites: 1**

**Goals/Objectives 1:**

To increase the effectiveness and efficiency of the criminal justice system in dealing with violent offenders.

To increase knowledge in criminal justice agencies of available services for violent offenders.

To develop procedures to provide faster delivery of services for evaluation and counseling of violent offenders.

To provide courts with rapid response to noncompliance of court-ordered counseling by probationers.

**Program Activities:**

Disseminate program and service information, increase knowledge of and develop procedures for faster delivery of services for violent offenders, and facilitate response to noncompliance.

**Performance/Assessment Indicators:**

Were program materials and referral materials disseminated? Were courts, judges, and district attorney's office information of services available? Was the counseling agency active in program delivery and changes in procedures? How was response to noncompliance increased?

**Accomplishments/Evaluation Results:**

Program materials and referral material were made available to all courts concerned and judges were met with or provided program literature. Meetings were conducted with county Probation officers and the program agency had periodic meetings to discuss program development and necessary changes. Coordination between the program agency and the court was increased by use of face-to-face meetings.

**Goals/Objectives 2:**

To reduce substance abuse by violent offenders.

To educate probation officers on the need and use of alcohol and drug screens for violent offenders on probation.

To make the use of random screens available for violent offender probationers.

**Program Activities:**

Alcohol and drug screens were available for program participants and appropriate staff training on equipment was provided.

**Performance/Assessment Indicators:**

Were alcohol and drug screen equipment purchased and available? Were staff trained?



**Accomplishments/Evaluation Results:**

Alcohol breathalyzer and drug screen cups were purchased and made available to all courts. Appropriate training was provided for probation officers and program staff. During 1997, the Barnstable District Court has worked with other local courts in securing funding.

**Worcester Police Department  
Live In Peace Program**

The primary goal of this program is to educate high-at-risk youth with information that addresses issues surrounding substance abuse and violence. Probation officers, school counselors, Worcester Police officers, substance abuse workers, and teachers participate in the program. The Program includes a music video called Live In Peace, that has an anti-gang drug, and violence theme targeted for youth.

**Number of Sites:** 1

**Goals/Objectives:**

To immerse the high-at-risk youth population with positive messages of self-esteem and respect.

To educate the youth on the causes of violence and substance abuse.

To educate and improve their problem-solving skills.

**Program Activities:**

The Worcester Gang Task Force Officers made several presentations to the students in the Worcester school system. They discuss sensitive drug, gang, and violence issues, and present the Live In Peace music video. After the students view the video, discussion groups are facilitated, and youth share their perspectives on why it is not cool to be in a gang, and the differences between being in a family and being in a gang.

**Performance/Assessment Indicators:**

Did the program impact the participating youth? Did youth engage in successful discussions about what it means to be in a gang?

**Accomplishments/Evaluation Results:**

Approximately 2,000 at-risk youth participated in the program. Teachers have seen improved conflict resolution skills and less aggressive behavior in the classroom since the commencement of the program. The program has improved communication between the police and youth. The Live In Peace video has won several national awards.

## **District Attorney Offices Truancy Programs**

The Truancy Program is a collaborative effort in which District Attorney's Offices work with school systems, law enforcement, and area service providers to improve school attendance among youth. It focuses on chronic school absences and tardiness. Components of the program include: home visits, weekly school contacts, counseling with the student and family, referrals to community resources, mentoring, and evaluation.

**Number of Sites:** 10

### **Goals/Objectives:**

To decrease the rate of truancy among middle and high school students.

To conduct an assessment survey of truancy rates in school districts.

To provide alternative program initiatives for students that become suspended from school.

To provide intensive monitoring, counseling, and other family-strengthening services to truants and their families.

To increase student attendance and academic performance.

To establish program initiatives that incorporate partnerships with law enforcement agencies and community social services.

### **Program Activities:**

Each program implemented a comprehensive strategy that focused on incentives and sanctions for truants. Assessment surveys were conducted and Steering Committees were formed to determine which school districts had truancy problems. Selected schools implemented prevention programs that incorporated intervention for truant youths and their families. Truant youth were followed closely after their participation in the program, and social services were provided on an as needed basis.

### **Performance/Assessment Indicators:**

Have surveys been conducted? Was an advisory body formed that examined the school district's truancy problems? What program initiatives have been instituted? What kind of case files and tracking systems were maintained for participating youth? Were programs initiated? Have truant youths that participated in the program remained in school? Did these students improve their academic performance?

### **Accomplishment/Evaluation Results:**

School districts conveyed to students that they would have a zero tolerance for truancy. Assessment surveys to evaluate truancy rates were conducted in school districts and advisory boards were formed. Members of advisory boards included school superintendents, juvenile probation officers, law enforcement officials, District Attorney's, Area Directors from the Department of Social Services, and community



members. New computer systems were installed to allow school personnel to receive up-to-the minute student attendance information quickly and efficiently.

Programs were implemented and students referred to the program were monitored for an entire academic year. School districts that implemented a truancy program increased their school attendance. For example, the Worcester public schools found a 23% reduction rate in truancy, and a 47% reduction in school suspensions.

Suspension programs were designed to work with students who had behavioral problems, and schools became more “family-friendly” encouraging teachers and parents to work together to keep the student in school.

It was determined that some truancy was caused or related to such factors as drug use, violence at, or near school, association with truant friends, lack of family support for maintaining regular attendance, or inability to keep pace with academic requirements. Truancy programs addressed the unique needs of each child and developed initiatives to combat the cause of truancy. These included tutoring programs, added security measures, drug and alcohol prevention initiatives, campaigns involving parents in their children’s attendance, and referrals to social service agencies.

### **Boston Police Department Anti-Terrorism Initiative**

The purpose of this program is to enhance the Boston Police Department’s Explosives Ordnance Unit’s (EOU) performance in responding to bomb threats and terrorism incidents, and to upgrade their detonator/diffuser devices and communication equipment.

**Number of Sites:** 1

#### **Goals/Objectives 1:**

To improve the safety of citizens living in Boston by being well prepared for the possibility of a terrorist incident.

To form collaborative partnerships with various public safety specialized units in Boston.

To identify possible targets for terrorist incidents.

#### **Program Activities:**

The BOU has responded to requests for assistance from agencies in and around the City of Boston. EOU bomb technicians have collaborated with the Boston Police Department’s Special Operations Unit, and Federal agencies. These partnerships have created a network where improved technical strategies have been implemented.

**Performance/Assessment Indicators:**

Did the EOU meet with Special Units and federal agencies? Were strategies implemented?

**Accomplishments/Evaluation Results:**

The EOU Unit has met with the Boston Police Department's Special Operations Unit and has made an effort to meet with U.S. Customs officials, Sheriffs' Departments, private companies, and City Departments. At this time, they have conducted 16 seminars that educate private companies, local, Federal and State law enforcement agencies, and other federal institutions on critical emergency procedures.

**Goals/Objectives 2**

To provide training relating to terrorist incidents and bomb threats to Boston police officers.

**Program Activities:**

Bomb technicians have prepared training seminars about anti-terrorism initiatives.

**Performance/Assessment Indicators:**

Have anti-terrorism trainings been implemented?

**Accomplishments/Evaluation Results:**

Explosive Ordnance Unit's bomb technicians have taught 3 seminars at the Boston Police Academy.

**Goals/Objectives 3:**

To implement a strategy that integrates collaborative efforts between the Explosives Ordnance Unit and the Boston Police Department's Special Operations Entry Team in high-risk operations.

**Program Activities:**

The Explosive Ordnance Unit has been working with the Boston Police Department's Special Operations Entry Team in high-risk operations, and has enhanced both Units' performance.

**Performance/Assessment Indicators:**

Was the strategy implemented between the two Units?

**Accomplishments/Evaluation Results:**

The Explosive Ordnance Unit's bomb technicians have implemented this collaborative strategy through meetings with the Boston Police Department's Special Operations Entry Team in high-risk operations.



**Goals/Objectives 4:**

To purchase a total containment vessel and transport vehicle.

To train five bomb technicians in the use of the total containment vessel and transport vehicle.

**Program Activities:**

A containment and transport vehicle has been built, and training sessions for the operation of the vehicle are being explored.

**Performance/Assessment Indicators:**

Were these items purchased? Was training completed?

**Accomplishments/Evaluation Results:**

The total containment vessel and transport vehicle were purchased, and bomb technicians were trained on the use of the vehicle.